INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL

# IEDC'S SALARY AND DEMOGRAPHIC SURVEY

## OF ECONOMIC DEVELOPMENT PROFESSIONALS

**2021 EDITION**

# TABLE OF CONTENTS


## INTRODUCTION 3
Letter from Nathan Ohle 3
Survey Methodology 4
About IEDC 5
Acknowledgments 6

## INDIVIDUAL 7

### DEMOGRAPHICS 8
Gender and Age 8
Race and Ethnicity 9
Training and Education 10

### CECD VS. NON-CECD 11
Average Base Salary and Years of Experience 11

### POSITION LEVEL 12
Total, Gender, Education, and CEcD 12
Race and Ethnicity 13

### EXPERIENCE 14
Years of Experience and Years in Current Position 14
Years in Prior Position and Change in Position Level 14

### TOTAL COMPENSATION 15
Age, Gender, and CEcD 15
Education, Experience, and Position Level 15

### BASE SALARY 16
Gender, CEcD, Education, and Experience 16
Change in Base Salary/Other Compensation 17

## ORGANIZATION 18

### TYPE OF ORGANIZATION 19
Community Size and ED Budget 20
Organization Size and Funding Sources 21
Medical Coverage and Retirement Plans 22
PTO and Holidays 23

### FUNDING SOURCES BY YEAR 24

### ORGANIZATION SIZE 25
ED Budget and Funding Sources 25

### TOTAL COMPENSATION 26
Position and Position Level 26
Organization Type 27

### BASE SALARY 28
Organization Type 28

### EMPLOYMENT CONTRACT 29

## COMMUNITY SIZE 31
Organization Size, ED Budget, and Funding Sources 32
Location 33

### DEMOGRAPHICS AND COMPENSATION 34
US Central 34
US Midwest 37
US Northeast 40
US Southeast 43
US Southwest 46
US West 49
Canada 52

## IMPACT OF COVID-19 55
Workforce Level 56
Level of Service Offered 57
Budget 58
Funding Sources 59
Telework Policy 60

## DATA RESULTS 61

# LETTER FROM IEDC'S PRESIDENT AND CEO

Dear colleagues,

I am pleased to share with you the results of our 2021 Salary & Demographic Survey of Economic Development Professionals! The survey is an undertaking of utmost importance to us as it provides key perspectives on who economic developers are, where they work, and how they achieve success in their communities. It includes several key indicators related to the evolving practice of economic development, and you now have it at your fingertips.

The 2021 Salary & Demographic Survey launched in December 2021 and closed in early January 2022, garnering over 2,000 responses total. The survey has remained the industry-standard reference for compensation, demographic, organizational and professional activity information. Data from thousands of economic development professionals make this an authoritative report of exacting detail. Conducted every other year, there is no better source of information in the field of economic development in which to benchmark yourself, your organization, and your region.

I recognize that while the world continues to confront the Covid-19 pandemic, social unrest and war, economic developers are facing unprecedented challenges and questions. These challenges and questions create the need for more information, a need this survey has been redesigned to try to address. This edition is our first complete survey restructuring in over 15 years. We've crafted the survey to be reflective of our current landscape, ensuring you have the information you need to make an impact in your community.

I am extremely appreciative of your support of IEDC. I hope you find this year's report as insightful and compelling as I do.

**Nathan Ohle**
President & CEO
International Economic Development Council

# ABOUT IEDC

IEDC is a non-profit, non-partisan membership organization serving economic developers. With more than 4,800 members, IEDC is the largest organization of its kind. Economic developers promote economic well-being and quality of life for their communities by creating, retaining and expanding jobs that facilitate growth, enhance wealth and provide a stable tax base. From public to private, rural to urban, and local to international, IEDC's members are engaged in the full range of economic development experience. Given the breadth of economic development work, IEDC members are employed in a wide variety of settings including local, state, provincial and federal governments, public private partnerships, chambers of commerce, universities and a variety of other institutions. When IEDC succeeds, its members create high-quality jobs, develop vibrant communities, and improve the quality of life in their regions.

**For more information about IEDC visit www.iedconline.org**

**IEDC represents all levels of government, academia, non-profit and private industry and provides a broad range of member services and programs. They include:**

- Opportunities to network with and learn from community leaders, industry experts, and federal policy makers at our technical and annual conferences.
- The Certified Economic Developer (CEcD) is the leading industry designation. The CEcD program gives you the opportunity to develop core competencies across the breadth of topics necessary to being a well-rounded and successful economic developer. And there is simply no substitute for CEcD certification when competing for top jobs in the field.
- Advisory Services and Research (ASR) creates custom solutions for all types of communities, with clients from local organizations to federal agencies. ASR keeps economic developers informed on issues and trends in the field through research, publications, and information dissemination.
- In-depth analysis in the premiere publication of the discipline - Economic Development Journal - and a bi-monthly survey of economic development news and federal updates in the ED Now e-newsletter.
- Government affairs and public policy, which monitors Congressional and federal activity impacting the field of economic development, and engages policy makers and program administrators as the voice of economic development in Washington.
- The Accredited Economic Development Organization (AEDO) program, which provides organizations with independent feedback on their operations and recognizes excellence in local economic development efforts.

# SURVEY METHODOLOGY

The findings cited in this report are based on a survey sponsored by the International Economic Development Council (IEDC). The research purpose was to create a profile of economic development professionals, including their compensation, benefits, and demographic characteristics.

At least 17,500 individuals were invited to participate in the survey via IEDC's email distribution list. The survey invitation was further distributed via IEDC's social media channels. IEDC also asked the survey invitation to be shared through our state and provincial association partners.

The survey instrument was designed collaboratively by IEDC and SurveyMonkey, building on similar surveys conducted biennially since 2006.

On December 7, 2021, IEDC broadcast initial email invitations. The email invited them to complete the survey by visiting the survey hosted by SurveyMonkey. As an incentive to participate, respondents were offered a discounted rate on purchase of the research report and a chance to win (3) $500 American Express gift cards. IEDC sent reminder emails on December 13, 20, and 28, 2021 as well as January 5, 10, and 13, 2022.

The survey was closed for tabulation on January 14, 2022, with 2,197 total responses – a 13% response rate, based off of the initial email distribution list size, though the actual response rate is likely lower given the wider distribution across other networks which cannot be quantified. As with any research, the results should be interpreted with the potential of nonresponse bias in mind. It is unknown how those who responded to the survey may be different from those who did not respond.

Most results discussed here are based on the 1,822 respondents indicating they are "industry professionals" – employed or self-employed in an economic development-related position – and fully completed the survey. Under the assumption that nonresponse did not affect the randomness of the sample, percentages based on these 2,014 respondents may be considered subject to a margin of error of ±2.0 percentage points.

The response was tabulated and reported by Dreher Design Studio in accordance with accepted research standards and practices.

# ACKNOWLEDGMENTS

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# INDIVIDUAL


**DEMOGRAPHICS** **8**
Gender and Age 8
Race and Ethnicity 9
Training and Education 10

**CECD VS. NON-CECD** **11**
Average Base Salary and Years of Experience 11

**POSITION LEVEL** **12**
Total, Gender, Education, and CEcD 12
Race and Ethnicity 13

**EXPERIENCE** **14**
Years of Experience and Years in Current Position 14
Years in Prior Position and Change in Position Level 14

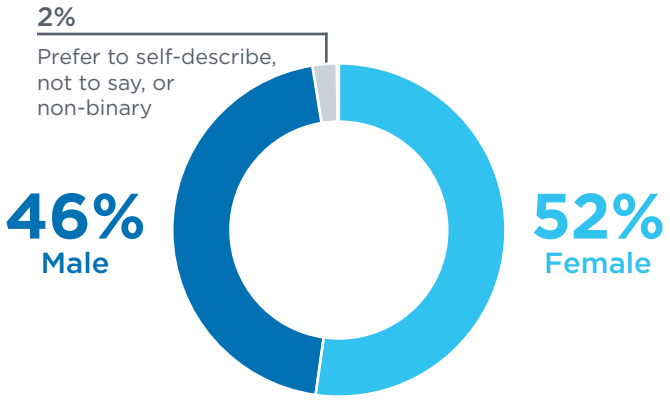
**TOTAL COMPENSATION** **15**
Age, Gender, and CEcD 15
Education, Experience, and Position Level 15

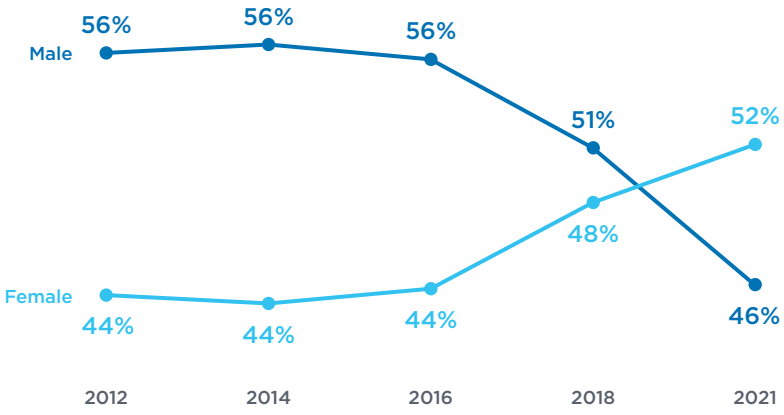
**BASE SALARY** **16**
Gender, CEcD, Education, and Experience 16
Change in Base Salary/Other Compensation 17

# DEMOGRAPHICS

## Gender

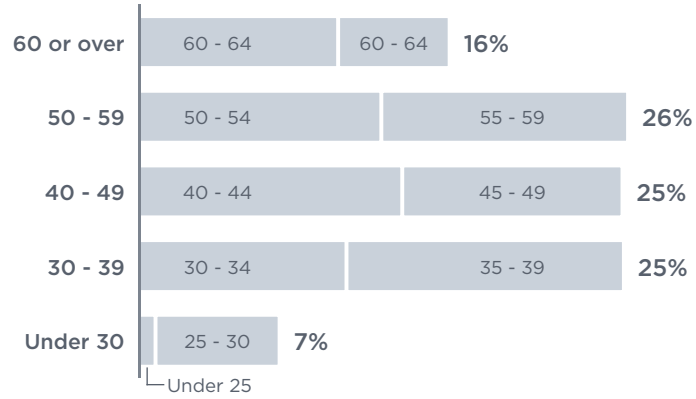
How do you gender identify?

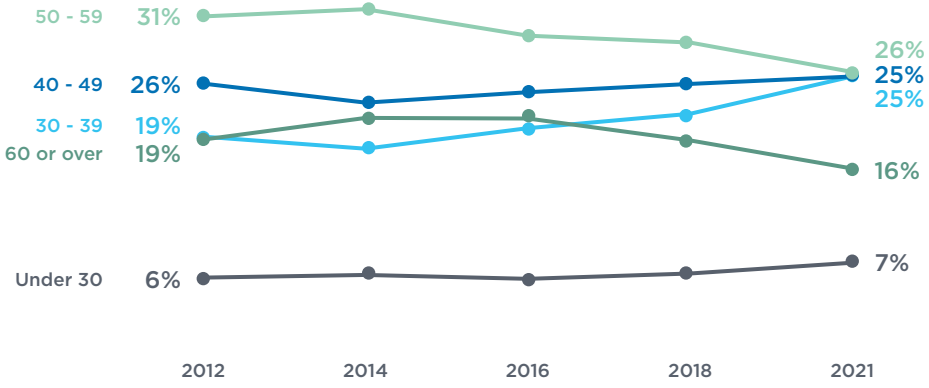



## Age

What is your age?



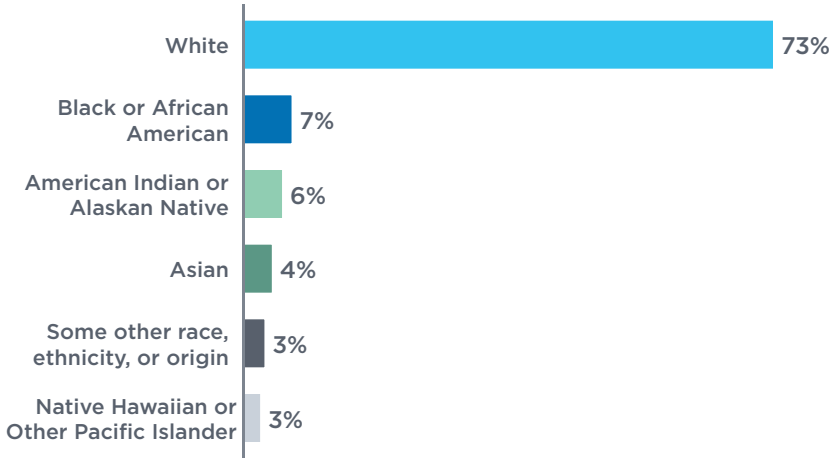



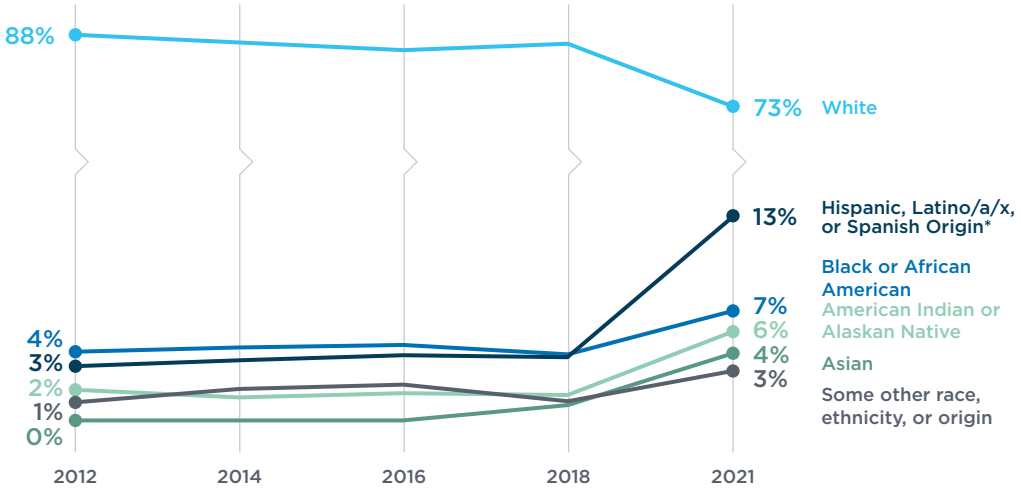

Since the 2012 IEDC Salary and Demographic Survey, there have been shifts in the demographics of survey respondents, with increasing levels of diversity. For the first time, there were a greater number of female respondents to male respondents. The economic development profession also looks to be getting younger, with participants between the ages of 50-59 and 60+ decreasing since the 2014 and 2016 surveys. The survey also experienced higher response rates from younger age brackets than ever before.

# DEMOGRAPHICS

## Race

What race or races do you identify with?

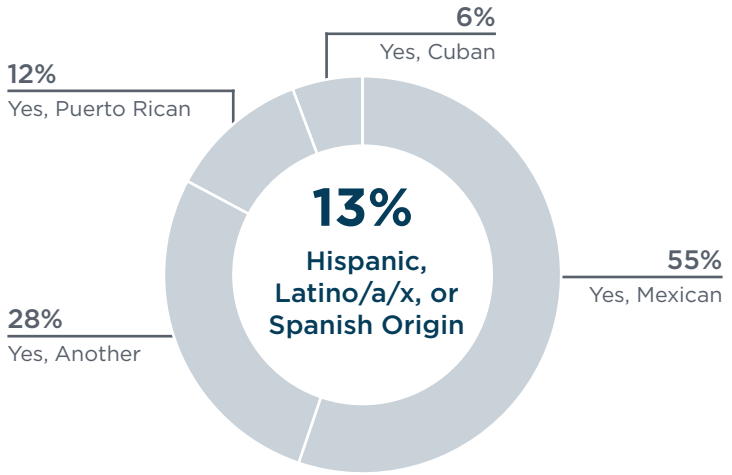



*Hispanic, Latino/a/x, or Spanish Origin was a separate question in 2021 survey

## Ethnicity

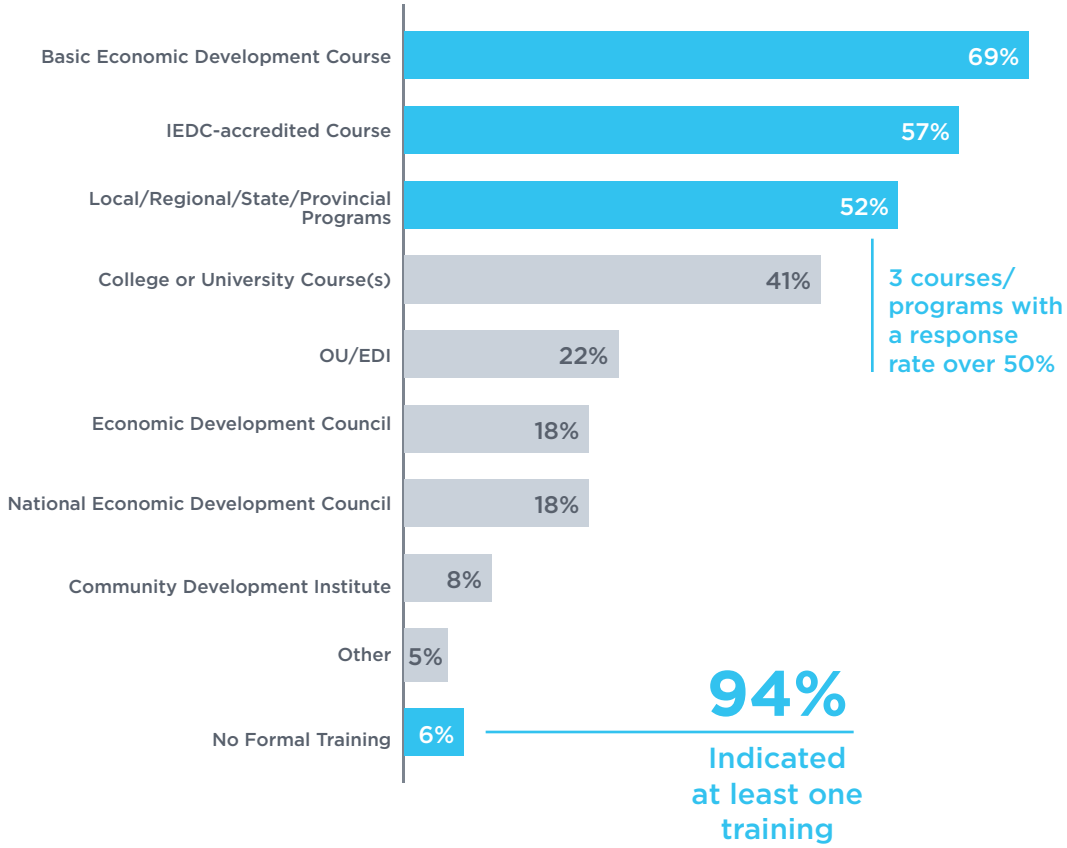
Are you of Hispanic, Latino/a/x, or Spanish origin?




Racial diversity in the profession is also on the rise, an effort that IEDC is supporting through its Equity in Economic Development Fellowship Program. From 2018 to 2021 is where the biggest jumps in diversity take place. The most notable is the response rate from Latino/Hispanic economic developers, jumping to 13 percent after being sub 4 percent in the 2018 survey. These diversity trends are positive for the industry and profession by bringing in new and diverse voices to the field of economic development.

# TRAINING

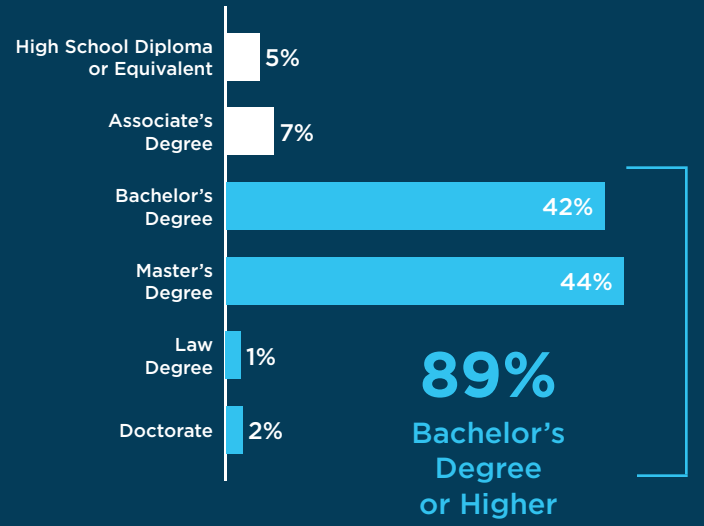
What formal training in economic development have you had (if any)? (multiple answers)




Basic economic development courses are an important training tool for early-career economic developers, providing EDOs with a solid professional development option for their early career workers. IEDC-accredited courses are important for the industry and the development of economic developers. Courses are set up to provide education to professionals of all levels. State and local programs is the only other response with greater than 50 percent response rate. These programs provide ED professionals opportunities to build on their skills without having to travel or take courses online.

# EDUCATION

What is the highest academic degree you have earned?



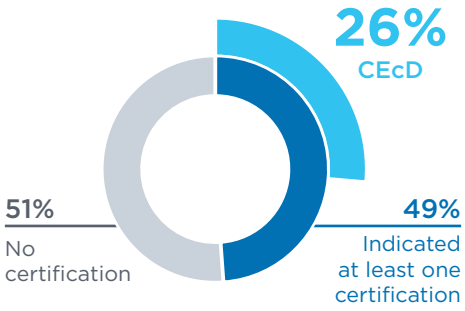

The economic development profession is very well-educated, with **86 percent of respondents either having a bachelor's or master's degree and 47 percent of respondents have a graduate degree or higher.** Based on the responses, strong educational backgrounds can be very important for economic development professionals to reach their career and professional goals.

# CECD VS. NON-CECD

What professional certifications do you currently hold (if any)? (multiple answers)
What is your base salary?
Approximately how many years of experience in the field of economic development do you have?

| Position Level | CEcD vs. Non-CEcD | Average Base Salary | Average Years of Experience |
|---|---|---|---|
| All Position Levels | 26% CEcD / Non-CEcD | 84K (Non-CEcD) – 34K – 118K (CEcD) | 12 years (Non-CEcD) – 8 years – 20 years (CEcD) |
| Top Management (C-Suite) | 31% | 114 – 23 – 137 | 17 – 5 – 22 |
| Senior Management | 21% | 87 – 29 – 116 | 13 – 7 – 20 |
| Middle Management | 22% | 79 – 17 – 96 | 10 – 9 – 19 |
| First-level Supervisory or Management | 15% | 69 – 36 – 105 | 8 – 17 – 25 |
| Intermediate (Experience) | 12% | 66 – 21 – 87 | 6 – 10 – 16 |
| Entry Level | 7% | 51 | 2 |

Outliers for base salary and years of experience removed using IQR method. Results not shown if 3 or fewer valid values.

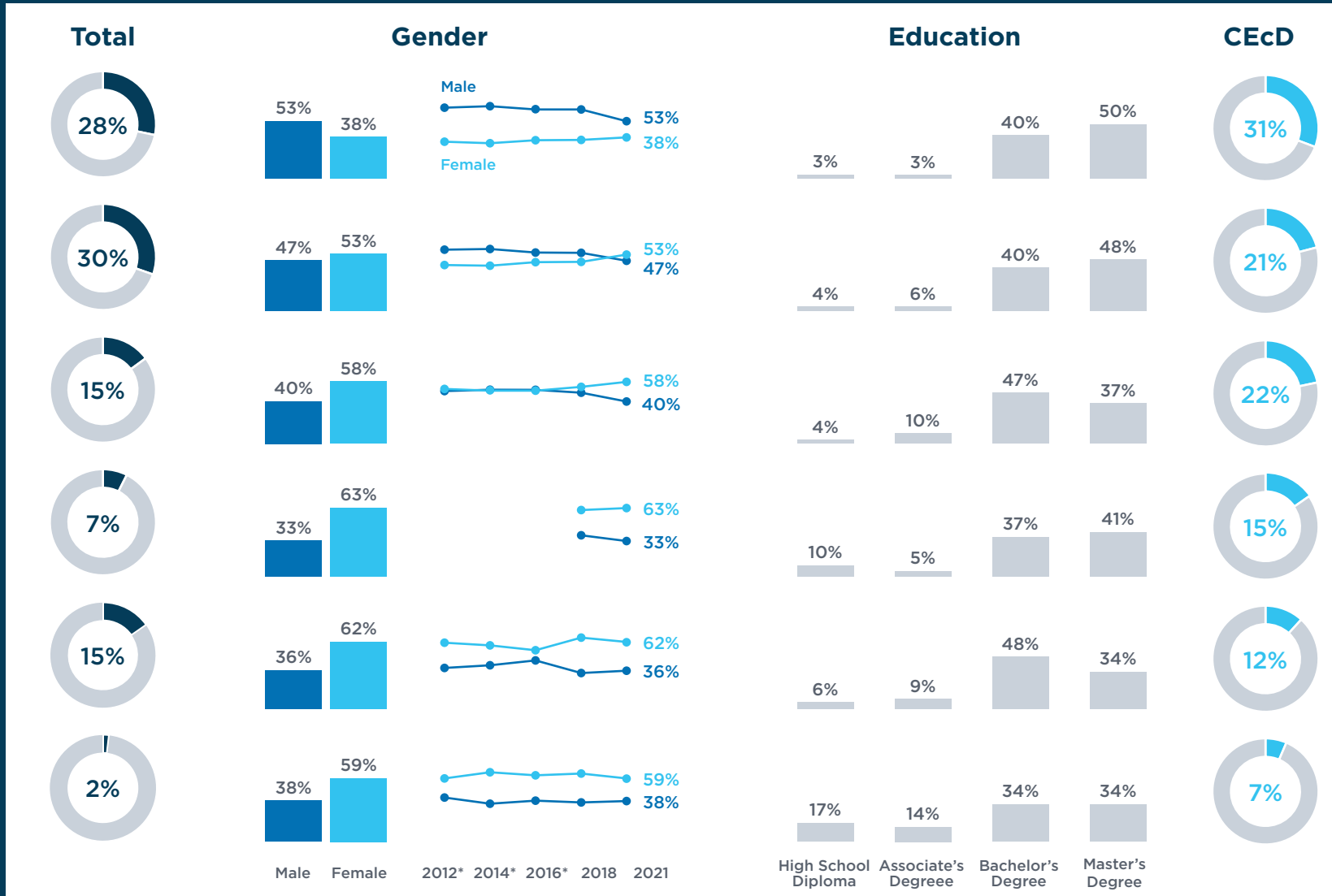



26 percent of respondents are CEcDs and are spread out across position levels. The higher the position level, the more certified economic developers there are. For example, 31 percent of respondents in top management have their CEcD. While a CEcD is not a necessity for professional and financial success in economic development, it certainly does not hurt.

The survey shows that CEcD's in the same position level have higher average base salaries than those in the same position level but without a CEcD. The survey suggests CEcDs can have an influence on base salaries, with the average salaries of CEcD's in lower management levels being higher than the average salaries of non CEcD's in higher management levels. For example, the Middle Management average salary for a CEcD is higher than the average salary for non CEcDs in Senior Management.

# POSITION LEVEL

How would you characterize the organizational level of this position?
How do you gender identify?
What is the highest academic degree you have earned?
Approximately how many years of experience in the field of economic development do you have?
What professional certifications do you currently hold (if any)? (multiple answers)

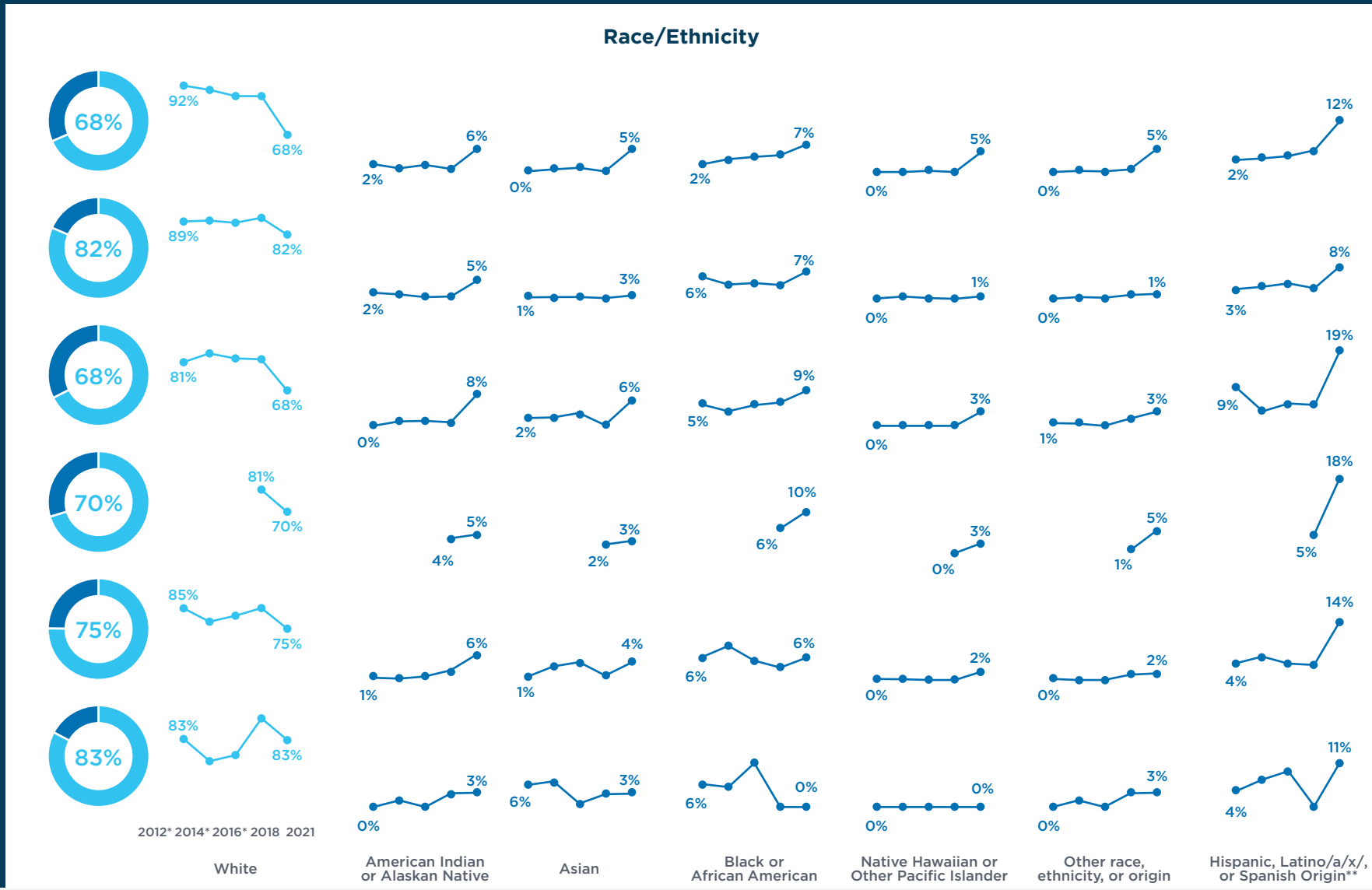



*Position level key for 2012, 2014, 2016:
**Top management** = CEO/CFO
**Senior managment** = VP/division manager, deputy/assistant director, department head/manager
**Middle managment** = reasearch director/manager, business recruitment manager, policy/legislative affairs
**Intermediate** = marketing executive, business retention manager, loan officer, specialist/field position, administrative/support staff, consultant
**Entry Level** = entry level economic development staff

The chart above breaks down position level data by gender, education, and CEcD. The increasing gender diversity in the profession can be attributed to the changing trends in gender for position levels at the Middle Management level or higher. Women respondents were the majority for every position level, except Top Management. But even in Top Management, the gender response gap is shrinking. Close to a third of CEcD respondents are working in Top Management position levels.

# POSITION LEVEL

How would you characterize the organizational level of this position?
What race or races do you identify with? (multiple answers)
Are you of Hispanic, Latino/a/x, or of Spanish origin? (multiple answers)




= White

= American Indian or Alaskan Native, Asian, Black or African American, Native Hawaiian or Other Pacific Islander, Other race, ethnicity, or origin

*Position level key for 2012, 2014, 2016:
**Top management** = CEO/CFO
**Senior managment** = VP/division manager, deputy/assistant director, department head/manager
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**Entry Level** = entry level economic development staff

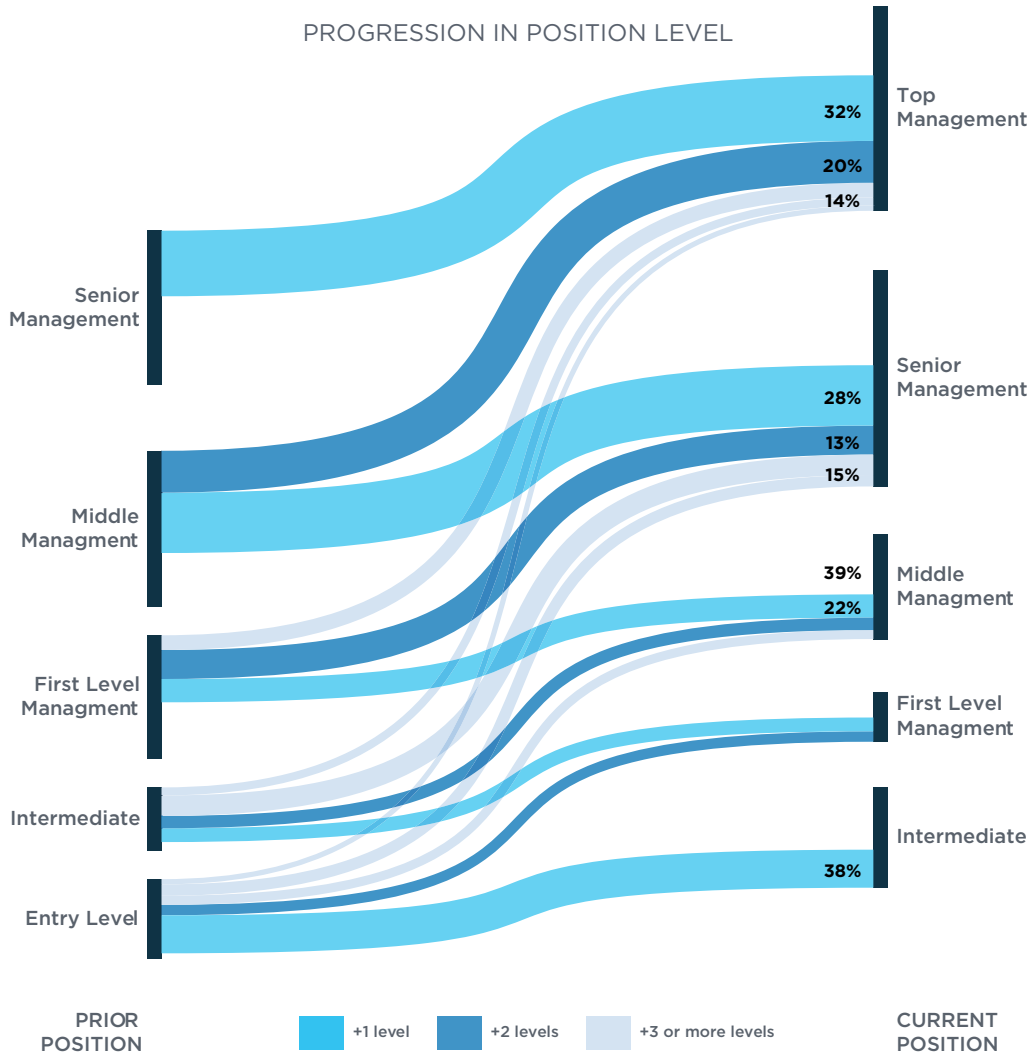
**Hispanic, Latino/a/x, or Spanish Origin was a seperate question in 2021 survey

# EXPERIENCE

How would you characterize the organizational level of this position?
How would you characterize the organizational level of that prior position?
Approximately how many years of experience in the field of economic development do you have?

| | Years of Experience | Years in Current Position | Years in Prior Position |
|---|---|---|---|
| Top Management (C-Suite) | 18 | 5 | 8 |
| Senior Management | 15 | 5 | 8 |
| Middle Management | 13 | 5 | 7 |
| First-level Supervisory or Management | 10 | 5 | 6 |
| Intermediate (Experienced) | 7 | 3 | 5 |
| Entry Level | 2 | 2 | 5 |
| | Average years of experience in the field of economic development | Average years in current postion | Average years in prior postion |

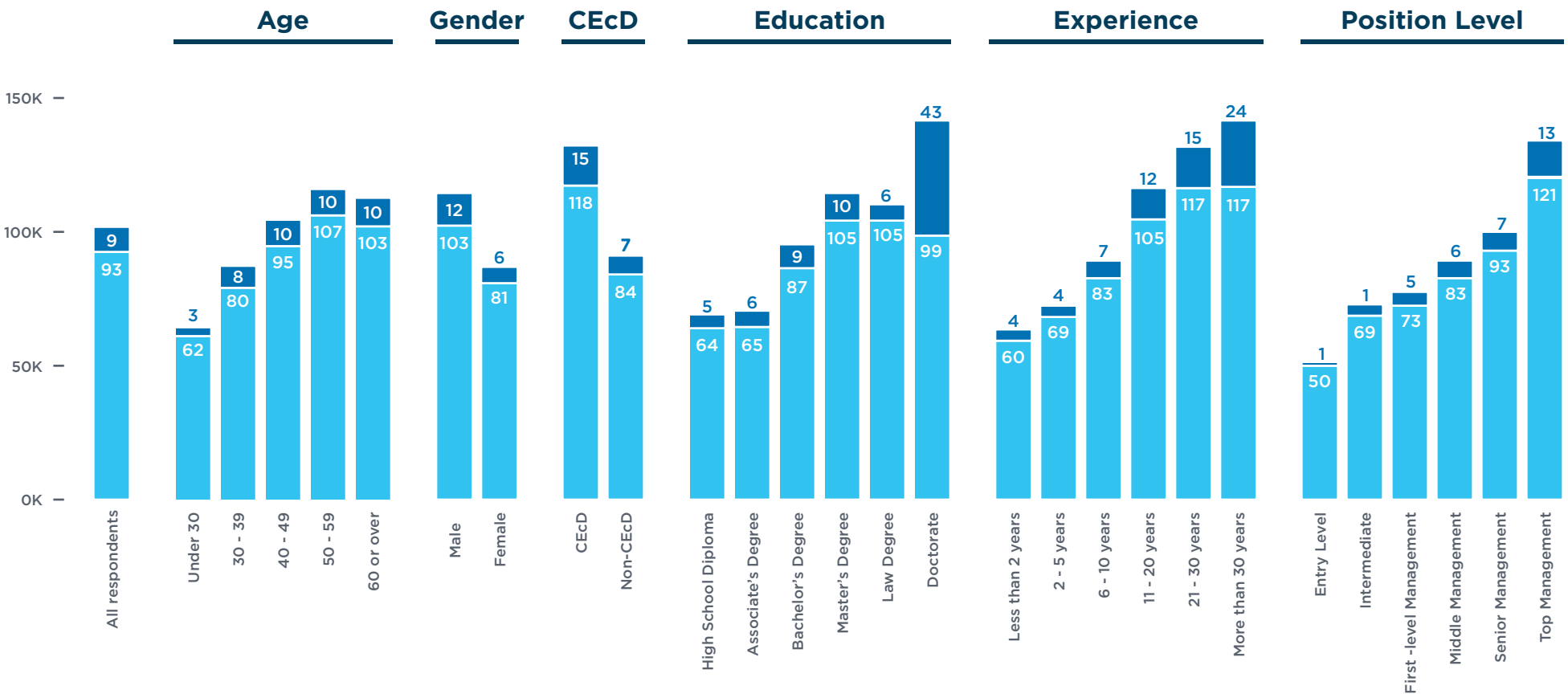
Outliers removed using IQR method.




It should not come as a surprise that respondents in Top Management positions have the highest average years of experience. The right side of the page demonstrates that as economic developers move up the position ladder, they tend to stay in positions longer, with average years in prior positions increasing as position levels go up. The flow chart shows that while it is more likely and often that position changes are typically to the next position level directly above them, there are plenty of instances of economic developers jumping two or three position levels with a new role.

# COMPENSATION

What was your base salary?
What was the total value of all other cash compensation you were awarded beyond your base salary?
What is your age? How do you gender identify?
What is the highest academic degree you have earned?
Approximately how many years of experience in the field of economic development do you have?
How would you characterize the organizational level of this position?




Average base salary and average other compensation trends are relatively consistent across the different categories. Not surprisingly, as economic development professionals progress in age, education level, years of experience, and position level, base salary increases with the exception of average salary for the age group of 60 and over that is lower than the prior age group. Between CEcD holders and non-CEcD holders, the difference in average salary is around $34K. Between male and female respondents, the difference in average salary is about $22K.

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

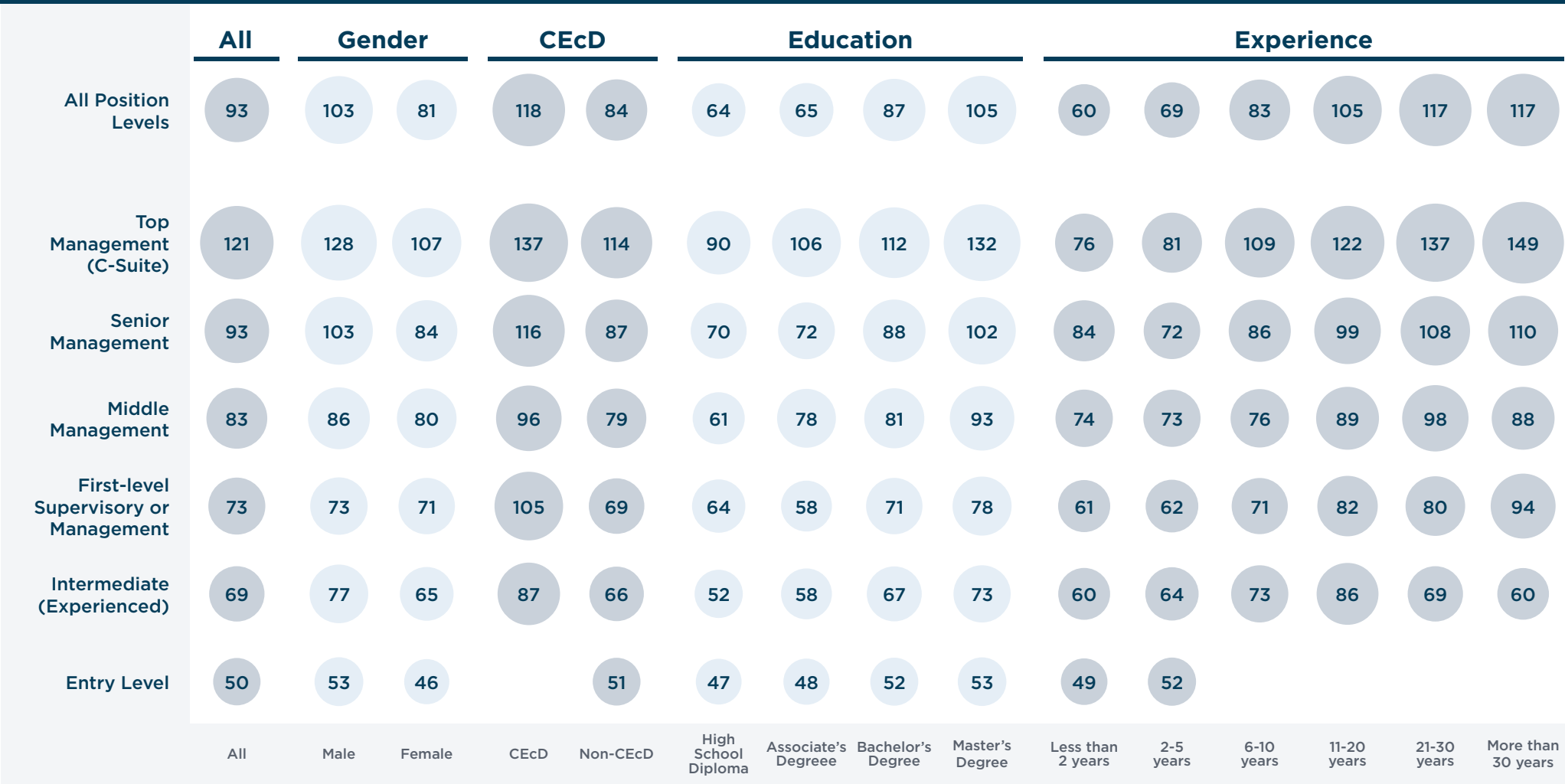
**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

Outliers removed using IQR method.
Results not shown if 3 or fewer valid values.

# BASE SALARY

What was your base salary?
What is your age? How do you gender identify?
What is the highest academic degree you have earned?
Approximately how many years of experience in the field of economic development do you have?
How would you characterize the organizational level of this position?




**Circle's area** = Avearge base salary

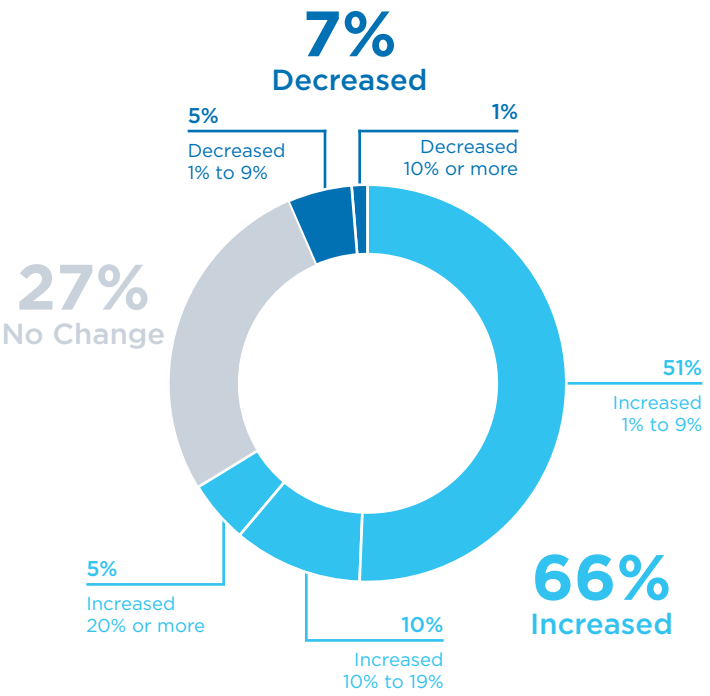
137 ◄ - - **Average base salary** ($000)
Top Management with a CEcD earn an average of $137K annual base salary.

Outliers removed using IQR method.
Results not shown if 3 or fewer valid values.

Base salaries in the economic development profession look to be heavily dependent on experience, education, and certifications. At each position level, salaries increase as education and experience increase for the respondents. One concerning trend that is highlighted by this chart is the wage gap between male and female economic development professionals. At each professional level, male economic developers have higher base salaries on average when compared to their female counterparts.

# CHANGE IN BASE SALARY

How has your annual base salary changed since then (if at all)?

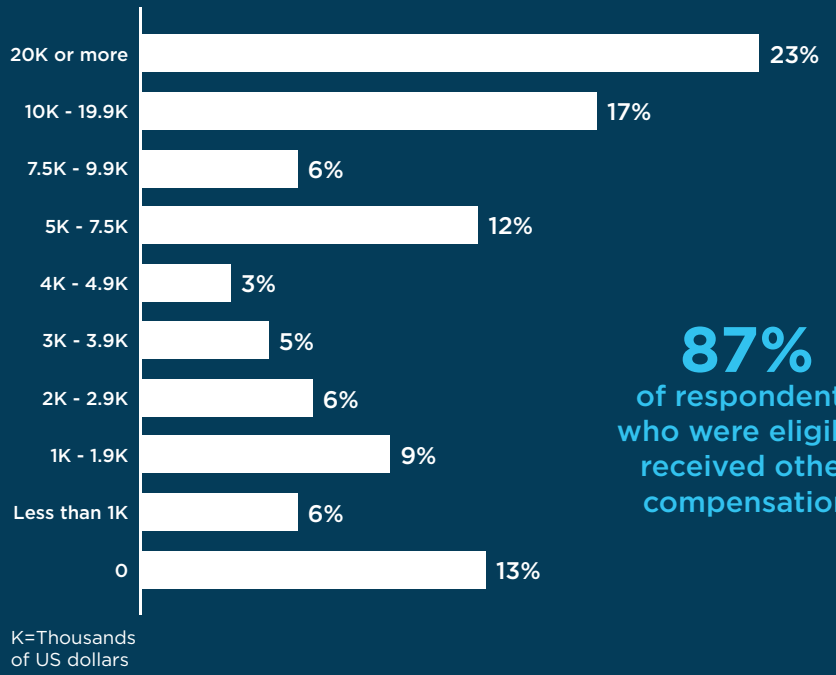



Even with the Covid-19 induced recessions, only seven percent of the respondents experienced a decrease in salary. It's encouraging to see that over two thirds of the respondents experienced an increase in salary. This is a positive trend for the industry and its professionals.

# OTHER COMPENSATION

Whether awarded or not, were you eligible to receive other cash compensation (beyond base salary)? What was the total value of all other cash compensation you were awarded beyond your base salary?

Other compensation eligibility for respondents varied, with 51 percent of respondents being eligible for other cash compensations. However, other compensation eligibility does not always translate into the respondent receiving additional compensation. The other compensation totals are spread out, with 58 percent of other compensation amounts being greater than $5 thousand.




**87%**
**of respondents who were eligible received other compensation**

# ORGANIZATION


**TYPE OF ORGANIZATION** 19
Community Size and ED Budget 20
Organization Size and Funding Sources 21
Medical Coverage and Retirement Plans 22
PTO and Holidays 23

**FUNDING SOURCES BY YEAR** 24

**ORGANIZATION SIZE** 25
ED Budget and Funding Sources 25

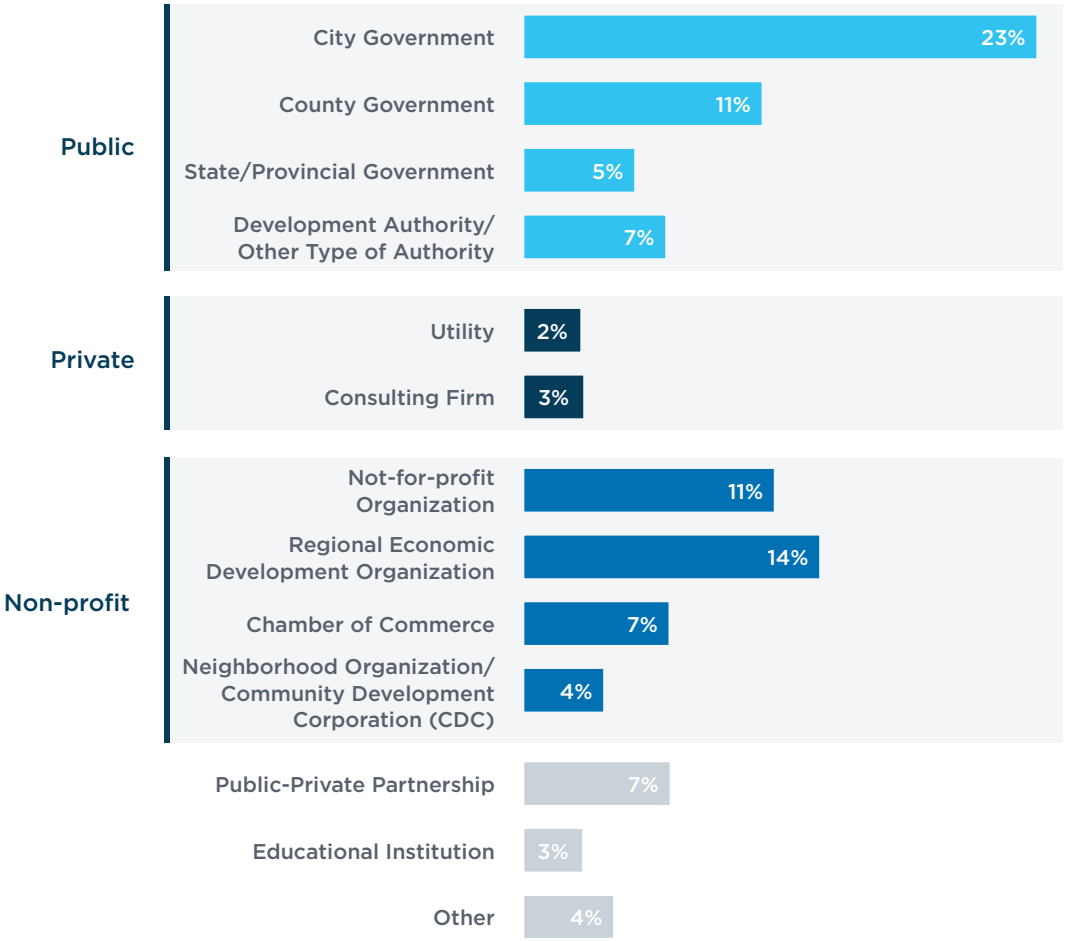
**TOTAL COMPENSATION** 26
Position and Position Level 26
Organization Type 27

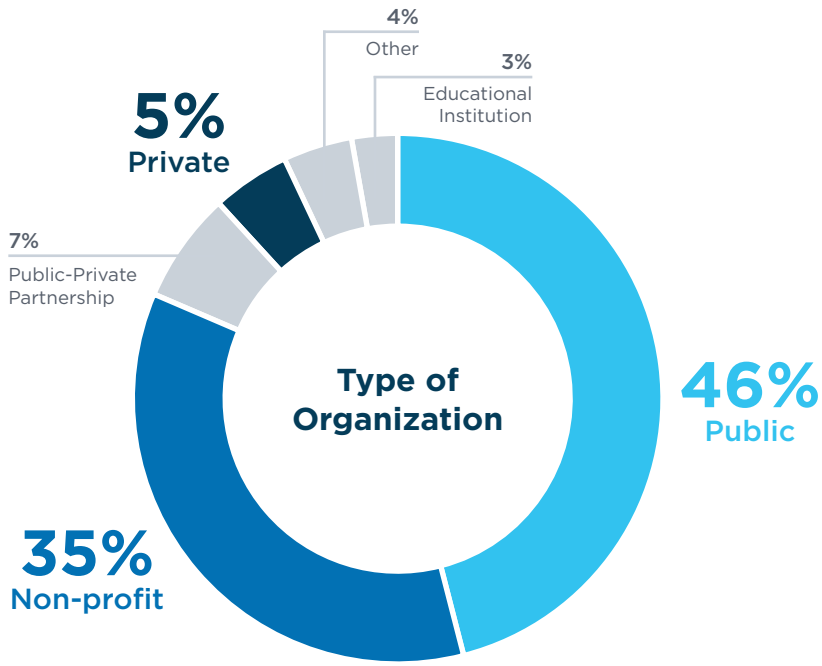
**BASE SALARY** 28
Organization Type 28

**EMPLOYMENT CONTRACT** 29

# TYPE OF ORGANIZATION

What option best describes the organization you work for?

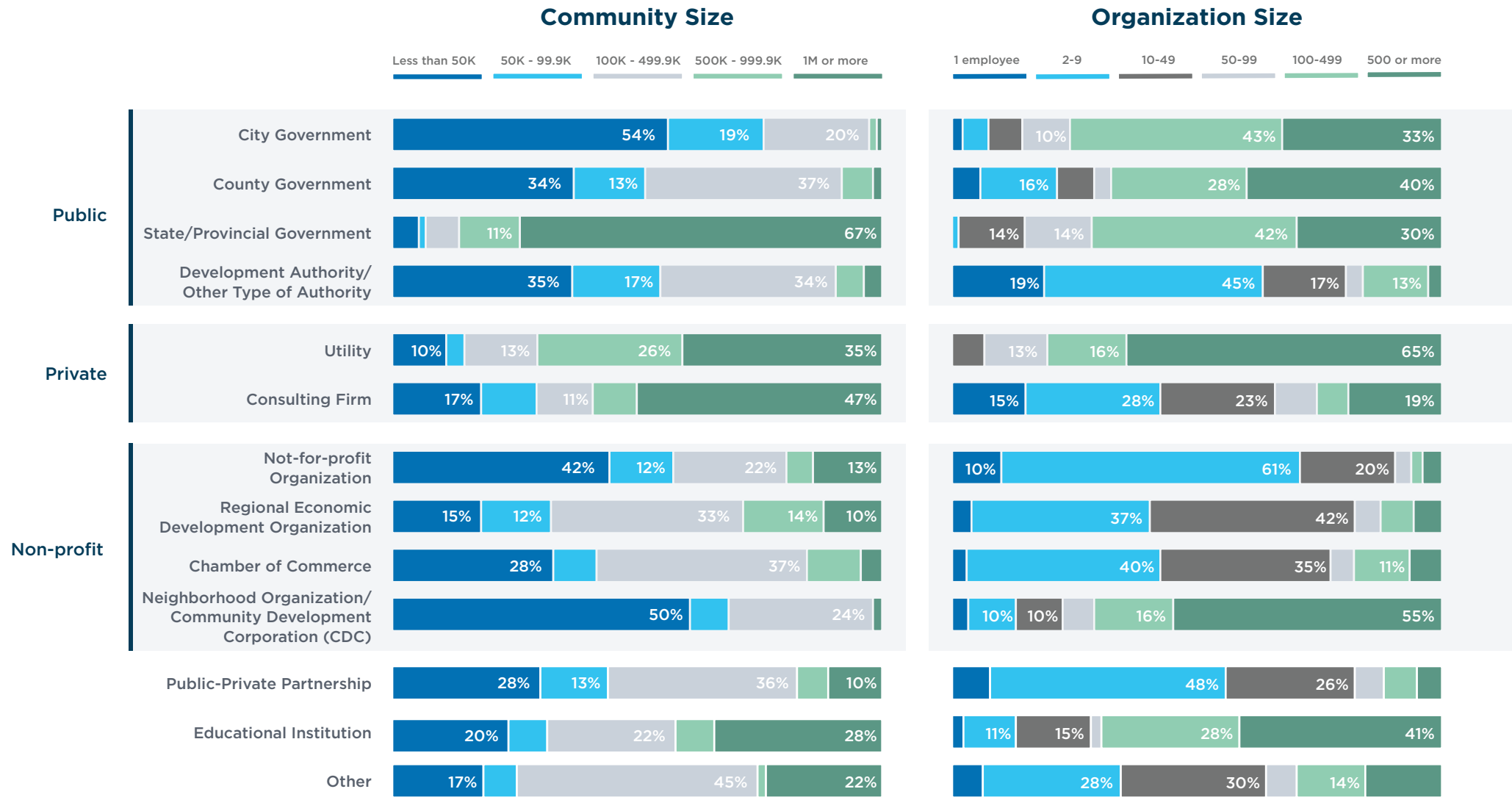



Economic developers work in a number of different functions, meaning there is a wide range of organizations that employ economic developers. The survey shows this trend, highlighting twelve types of organizations that employ economic development professionals. It is not surprising that close to 50 percent of respondents are working for public organizations, since government organizations typically have dedicated economic development departments. This chart shows how the knowledge of economic developers is in demand outside of the typical economic development organization. The number of organizations that hire economic developers is great for industry professionals looking to make a career shift but stay within the industry.

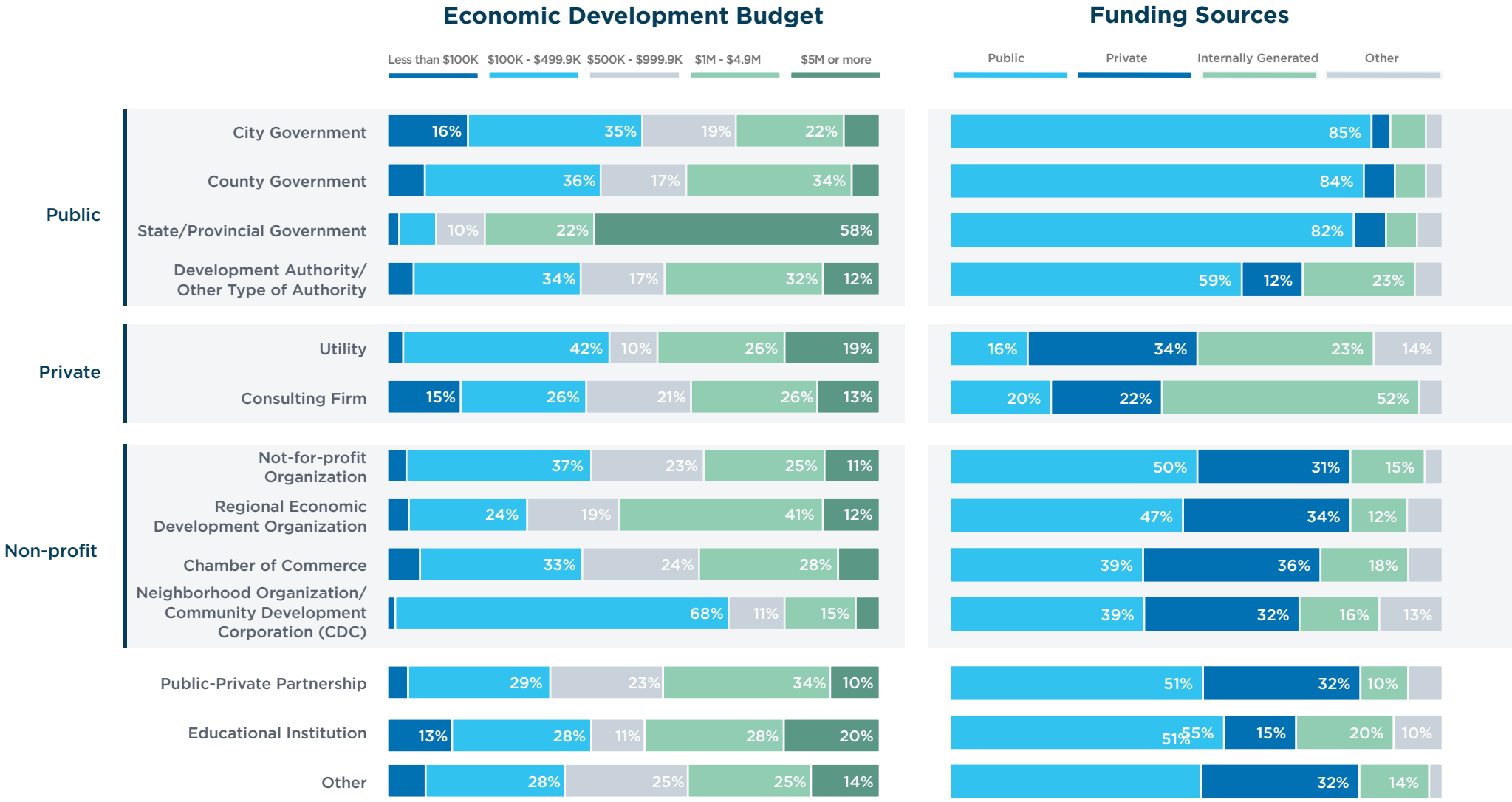
# TYPE OF ORGANIZATION

What is the population size of your organization's jurisdiction?
Including yourself, about how many full-time employees work for your organization?
How would you characterize the organizational level of this position?



# TYPE OF ORGANIZATION

What is your organization's approximate current annual operating budget for its economic development-related department or operation?
By percent, where does your operating budget come from?
What option best describes the organization you work for?




The budget size for an economic development organization varies with 58 percent of state/provincial government organizations holding a budget of $5 million or more. Approximately two thirds of neighborhood organization/community development corporations (CDCs) hold a budget between $100K - $499.9K.

# TYPE OF ORGANIZATION

What types of medical coverage does your employer currently offer?
What retirement plans does your employer currently offer?
What option best describes the organization you work for?

| | | Medical Coverage | | | | | Retirement Plan | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | PPO | HMO | Cash/ Stipend | Traditional fee for service | Indicated at least one | Defined Contribution Plan | Government retirement system | Pension Plan | SEP IRA | Matching IRA, Keogh | Indicated at least one |
| Public | City Government | 79% | 34% | 4% | 5% | 99% | 37% | 68% | 25% | 3% | 7% | 99% |
| | County Government | 80% | 30% | 5% | 5% | 96% | 29% | 74% | 17% | 4% | 7% | 96% |
| | State/Provincial Government | 79% | 33% | 12% | 12% | 100% | 35% | 77% | 29% | 10% | 8% | 100% |
| | Development Authority/ Other Type of Authority | 67% | 16% | 8% | 8% | 90% | 34% | 40% | 21% | 7% | 10% | 87% |
| Private | Utility | 84% | 39% | 3% | 6% | 100% | 61% | 3% | 58% | 0% | 35% | 100% |
| | Consulting Firm | 46% | 24% | 11% | 15% | 74% | 38% | 11% | 13% | 11% | 26% | 77% |
| Non-profit | Not-for-profit Organization | 56% | 14% | 15% | 5% | 84% | 27% | 8% | 4% | 14% | 28% | 82% |
| | Regional Economic Development Organization | 65% | 27% | 9% | 6% | 92% | 46% | 19% | 13% | 12% | 20% | 92% |
| | Chamber of Commerce | 64% | 23% | 9% | 8% | 85% | 49% | 15% | 10% | 6% | 24% | 85% |
| | Neighborhood Organization/ Community Development Corporation (CDC) | 27% | 75% | 8% | 8% | 98% | 14% | 68% | 21% | 3% | 40% | 97% |
| | Public-Private Partnership | 61% | 30% | 17% | 6% | 93% | 40% | 14% | 11% | 13% | 27% | 95% |
| | Educational Institution | 63% | 38% | 13% | 21% | 98% | 46% | 60% | 31% | 8% | 13% | 96% |
| | Other | 60% | 24% | 0% | 6% | 92% | 35% | 37% | 10% | 0% | 13% | 90% |

For all types of organizations, at least 75 percent of economic developers receive medical coverage and a retirement plan.

# TYPE OF ORGANIZATION

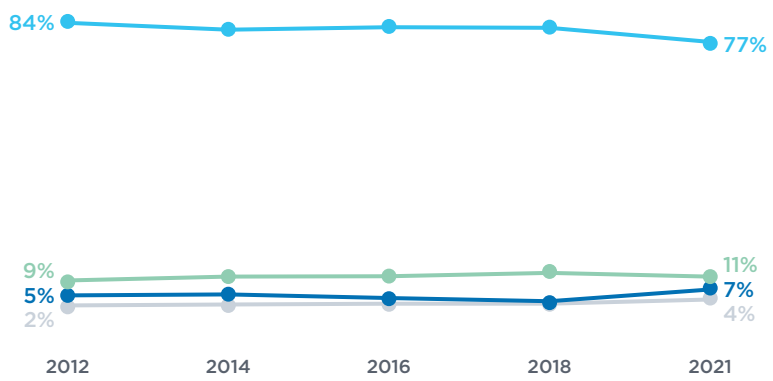
How many holidays does your organization observe (if any)?
Annually, how many days of non-holiday PTO do you qualify for?
What option best describes the organization you work for?

| | | Average # days of PTO | Average # of Holiday |
|---|---|---|---|
| Public | City Government | 24 | 11 |
| | County Government | 22 | 12 |
| | State/Provincial Government | 24 | 12 |
| | Development Authority/ Other Type of Authority | 21 | 11 |
| Private | Utility | 26 | 11 |
| | Consulting Firm | 17 | 10 |
| Non-profit | Not-for-profit Organization | 21 | 10 |
| | Regional Economic Development Organization | 22 | 12 |
| | Chamber of Commerce | 21 | 11 |
| | Neighborhood Organization/ Community Development Corporation (CDC) | 21 | 12 |
| | Public-Private Partnership | 22 | 11 |
| | Educational Institution | 24 | 12 |
| | Other | 21 | 11 |

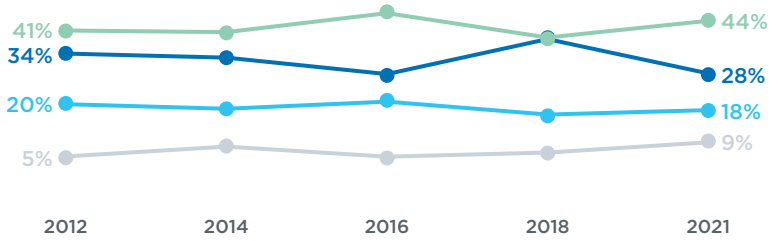
# FUNDING SOURCES BY YEAR

By percent, where does your operating budget come from?
What option best describes the organization you work for?

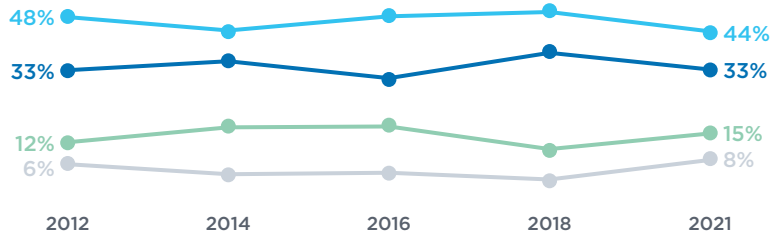
## Public Organizations



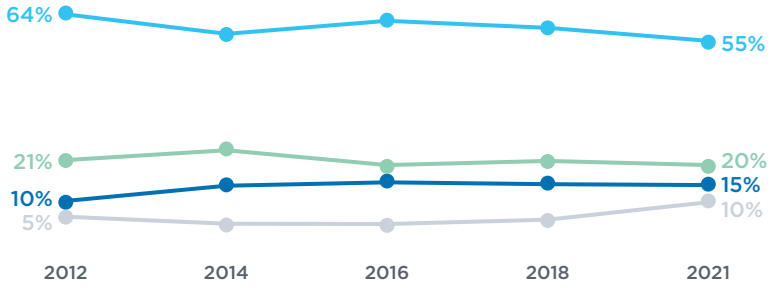

## Private Organizations




## Non-profit Organizations




## Educational Institutions



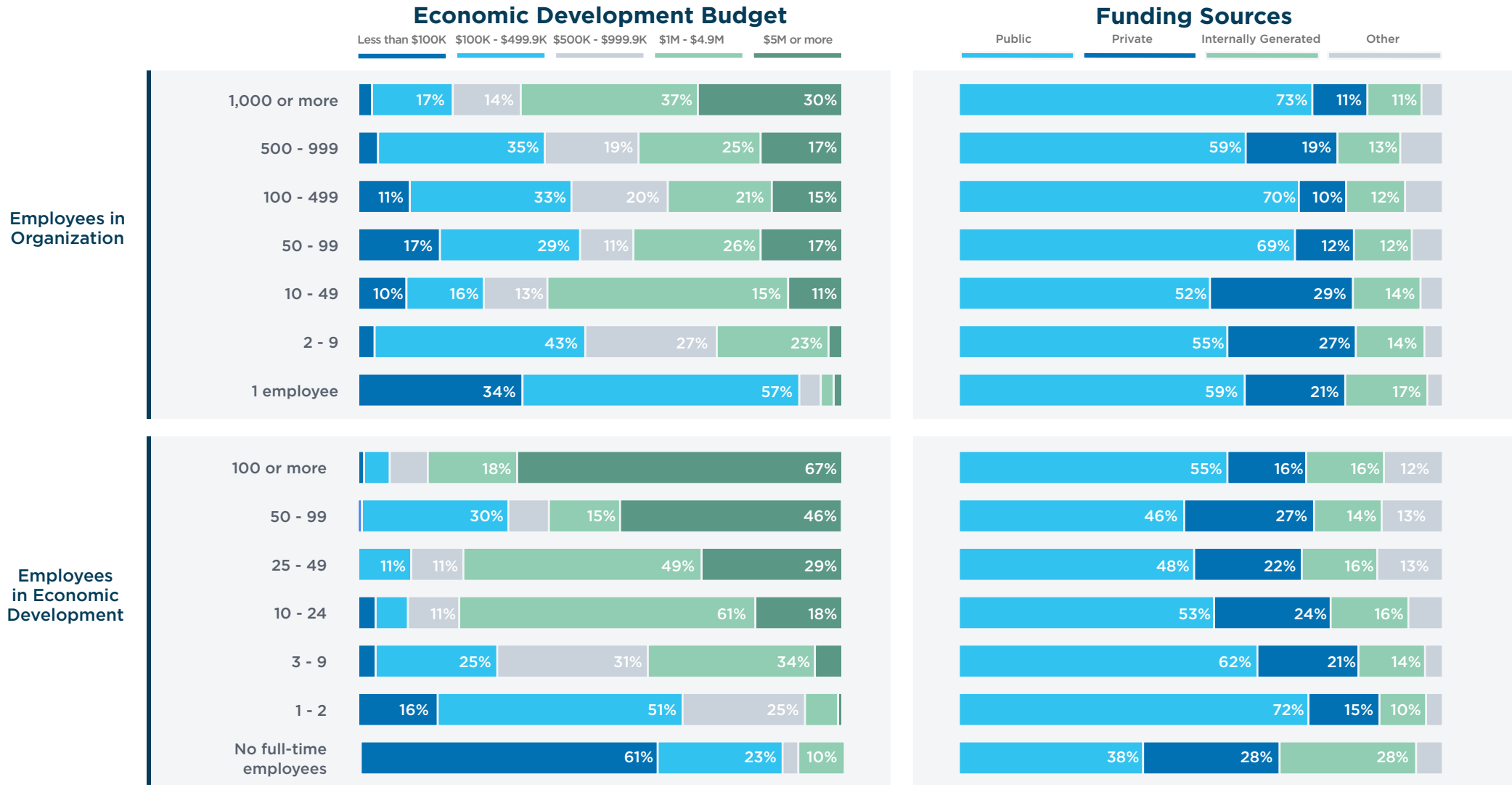

For public organizations, their funding from public, private, internally generated, and other sources have remained fairly consistent from 2012 - 2021. Approximately three-fourths of public organizations' funding is public sources, such as from city or municipal taxes. In 2018, private organizations received a lower amount in public funding and a higher amount in private funding compared to years before and after. For both private and nonprofit organizations, a similar division of funding sources exists over the course of time. The division of funding sources for educational institutions has remained relatively consistent over the years with at least half of funding from public sources and one fifth of funding internally generated.

**Funding Source**

- Public
- Private
- Internally Generated
- Other

# ORGANIZATION SIZE

What is your organization's approximate current annual operating budget for its economic development-related department or operation?
By percent, where does your operating budget come from?
How many full-time employees work for your organization?
How many full-time employees work for your economic development-related department or operations?

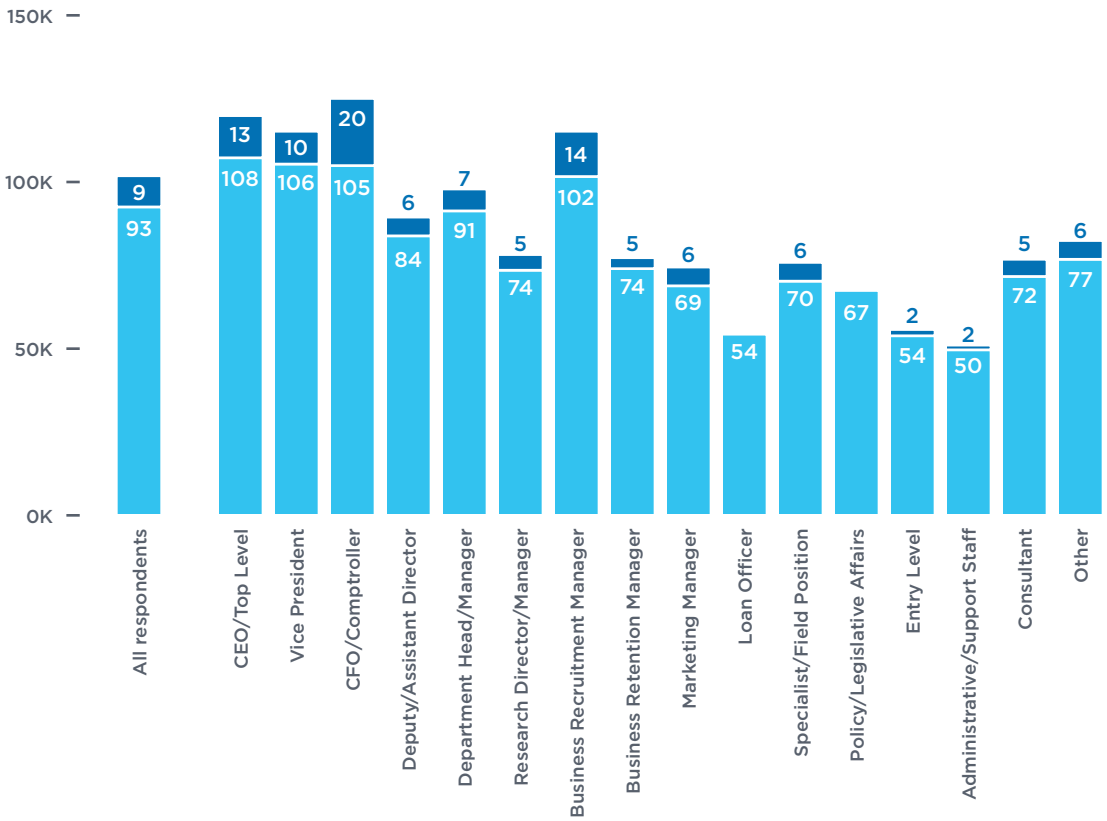



Funding from public agencies remain the largest contributor to an organization's revenue.

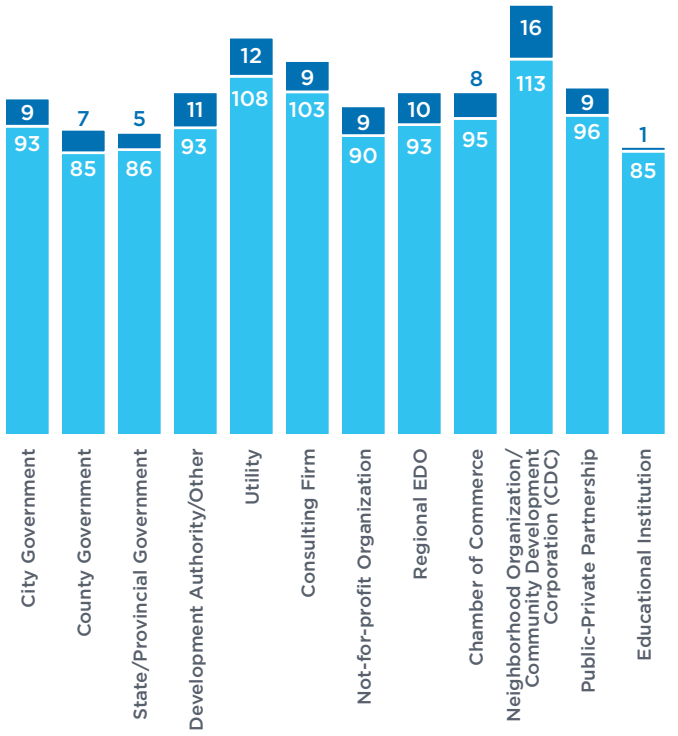
# COMPENSATION

What was your base salary?
What was the total value of all other cash compensation you were awarded beyond your base salary?
What option best describes the organization you work for?
What option best describes your current position?

## Position




## Type of Organizationn




Among position levels, the highest average compensation is at the CEO/Executive Director/Top Level positions, who make an average of $108K. Among types of organizations, the highest average compensation is within Neighborhood Organizations/Community Development Corporations (CDC), in which the average is $113K.

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

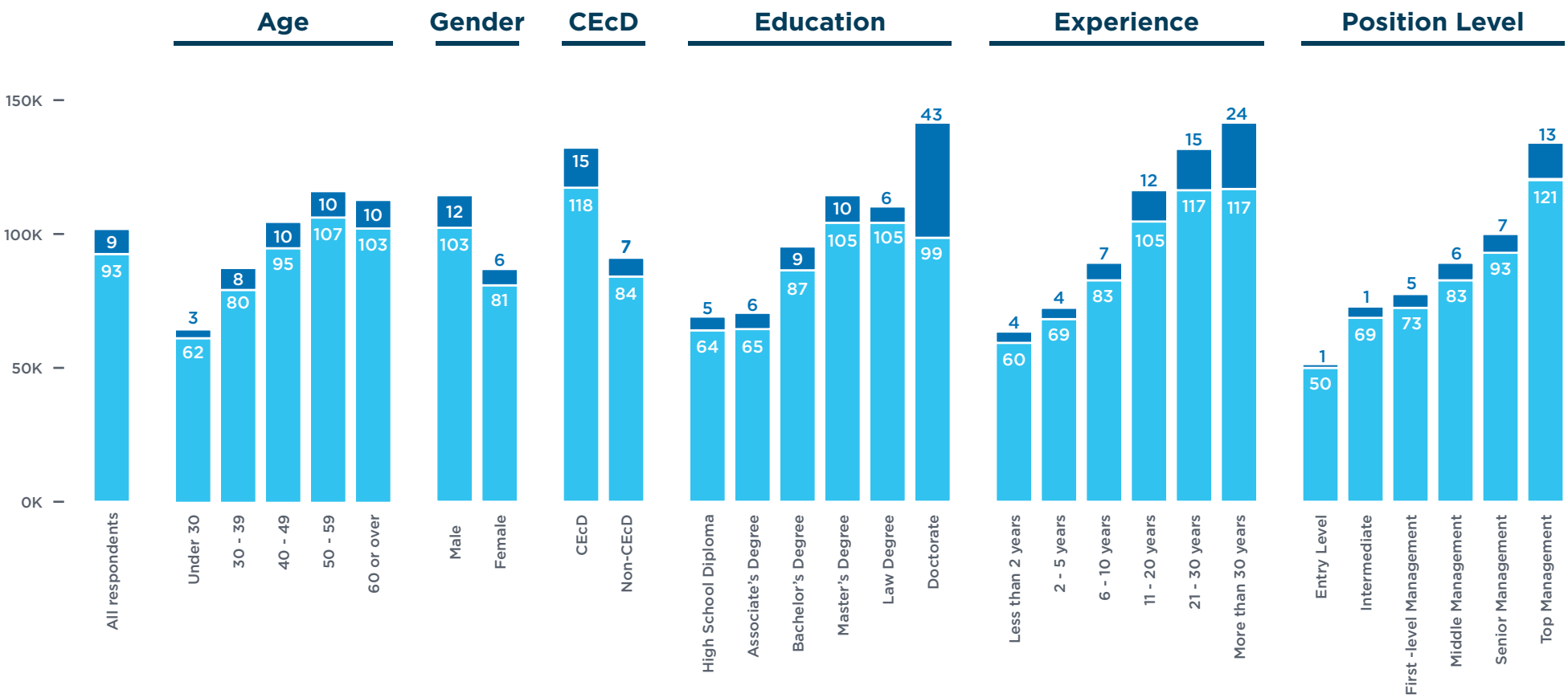
**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

Outliers removed using IQR method.
Results not shown if 3 or fewer valid values.

# COMPENSATION

What was your base salary?
What was the total value of all other cash compensation you were awarded beyond your base salary?
What is your age? How do you gender identify?
What is the highest academic degree you have earned?
Approximately how many years of experience in the field of economic development do you have?
How would you characterize the organizational level of this position?




**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

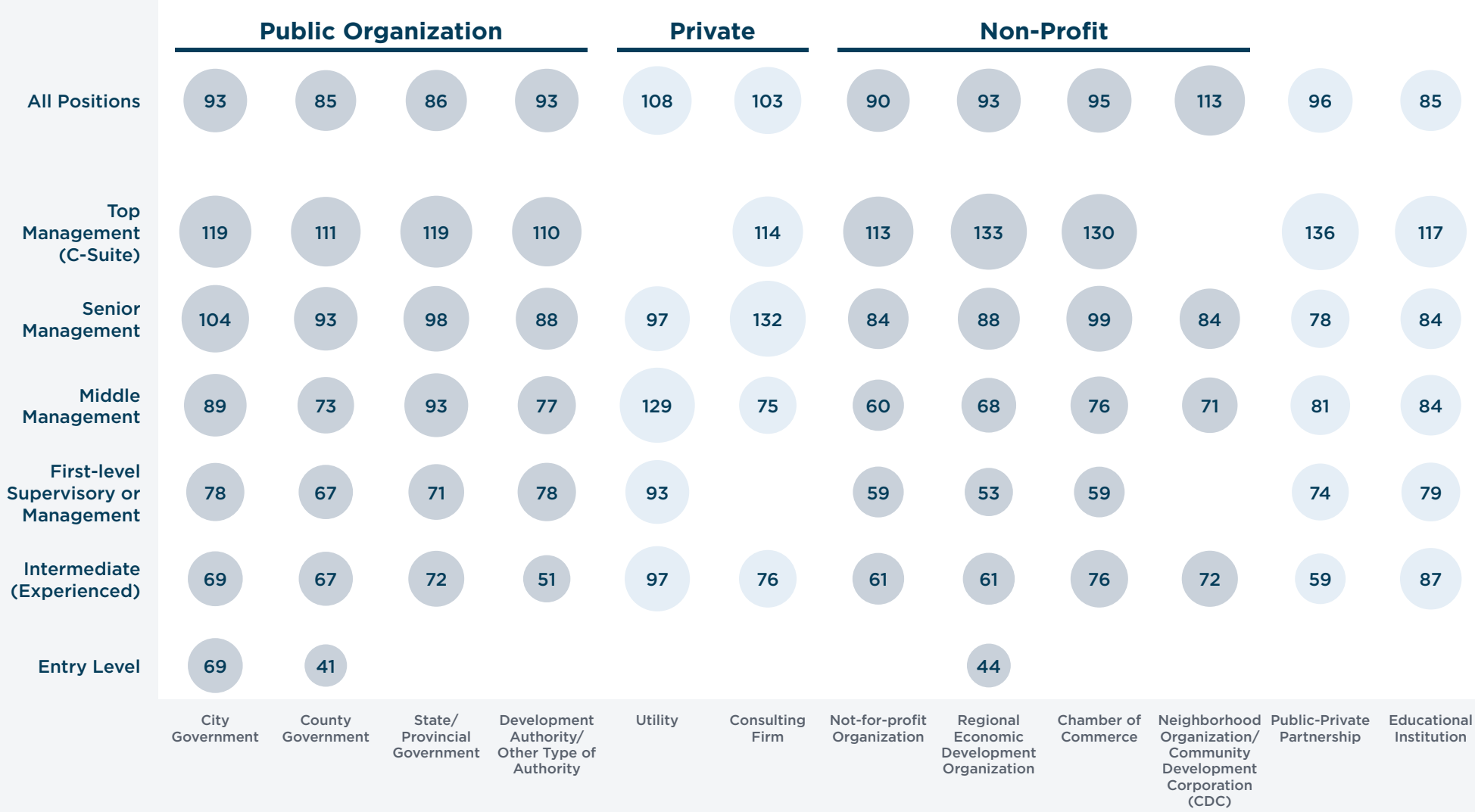
**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

Outliers removed using IQR method.
Results not shown if 3 or fewer valid values.

# BASE SALARY

What was your base salary?
What option best describes the organization you work for?
How would you characterize the organizational level of this position?




**Circle's area** = Avearge base salary

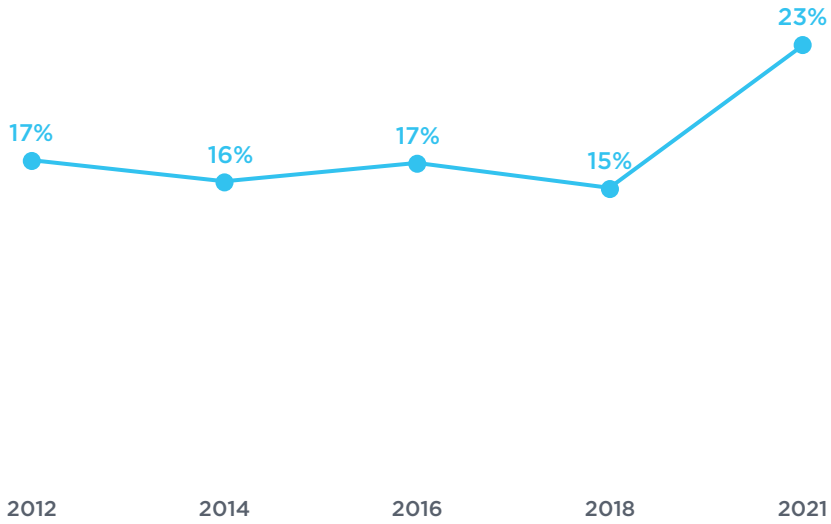
130 **Average base salary** ($000)
Top Management, Champer of Commerge earn an average of $130K annual base salary.

Outliers removed using IQR method.
Results not shown if 3 or fewer valid values.

The average base salary for economic development professionals range highest in private organizations and lowest in public organizations.

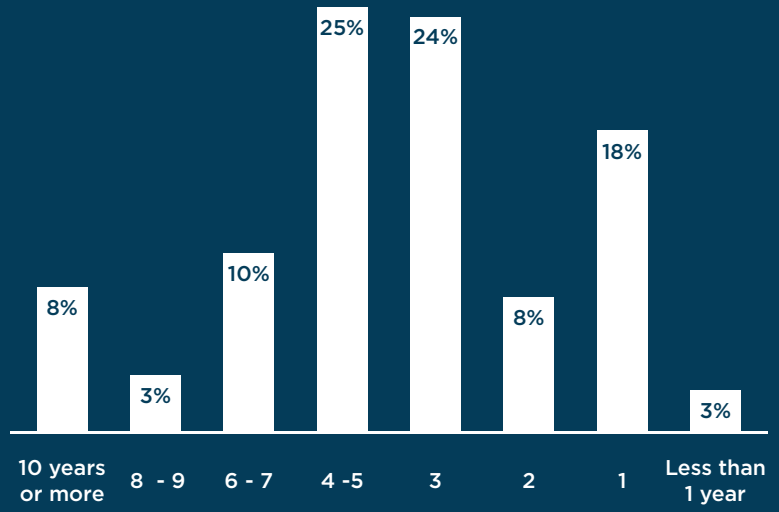
# EMPLOYMENT CONTRACT

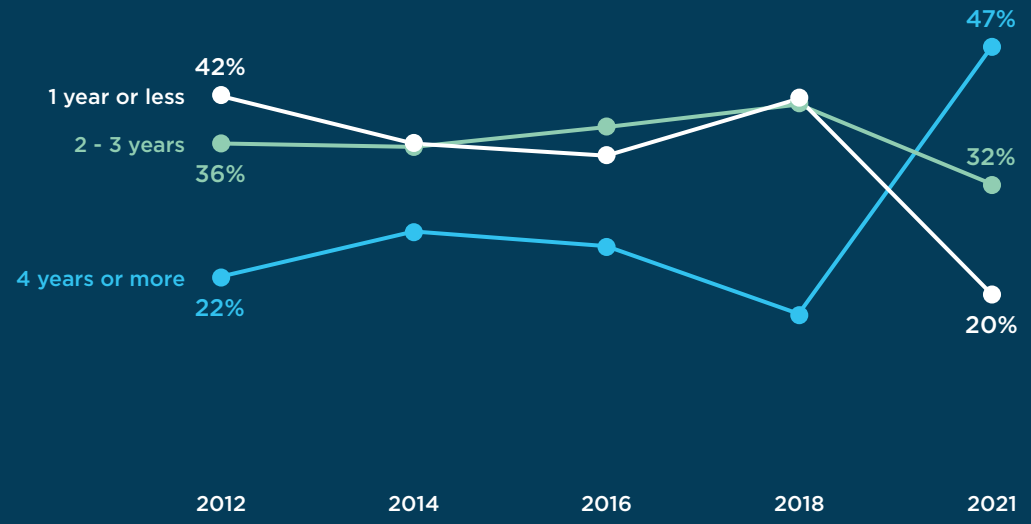
Is your employment on a contract basis?




# CONTRACT TERMS

If yes, what is the term of your current contract?



# COMMUNITY

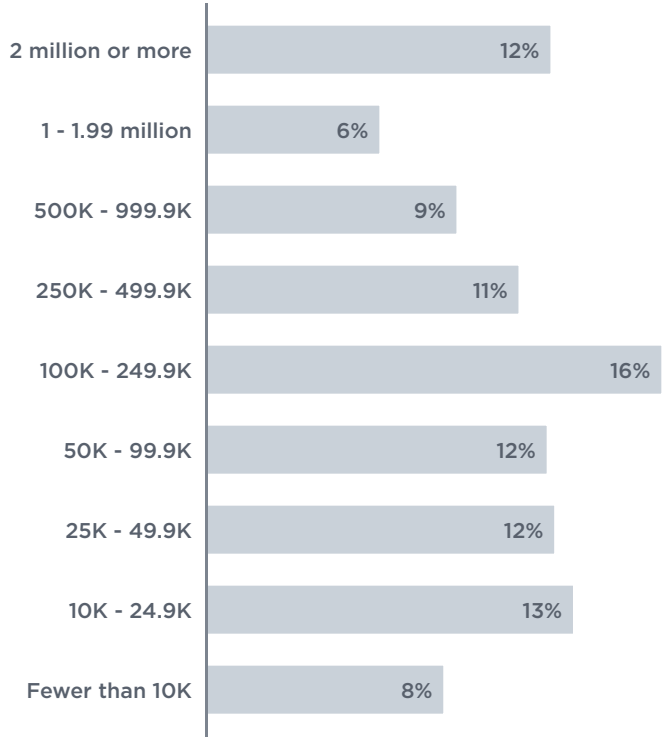

**COMMUNITY SIZE** 31
Organization Size, ED Budget, and Funding Sources 32

**LOCATION** 33

**DEMOGRAPHICS AND COMPENSATION** 34
US Central 34
US Midwest 37
US Northeast 40
US Southeast 43
US Southwest 46
US West 49
Canada 52

# COMMUNITY SIZE

What is the population size of your organization's jurisdiction?

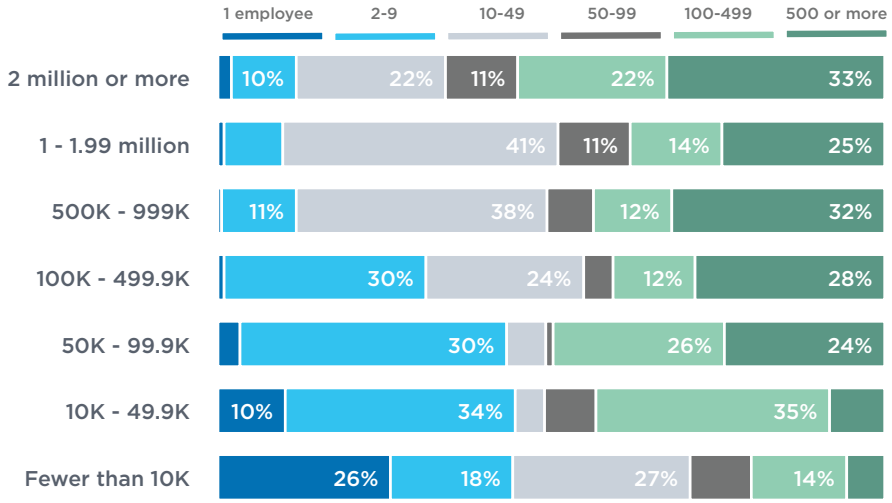



Just like the organization types, the survey respondents work in a wide variety of communities, with relatively equal distribution across the different sized communities. Economic development is important for communities of two million or two thousand. Economic developers have plenty of opportunities to work across a variety of communities, providing them with the career flexibility to move from a big city into a small rural town.

# COMMUNITY SIZE

What is your organization's approximate current annual operating budget for its economic development-related department or operation?
What option best describes the organization you work for?
What is the population size of your organization's jurisdiction?
By percent, where does your operating budget come from?

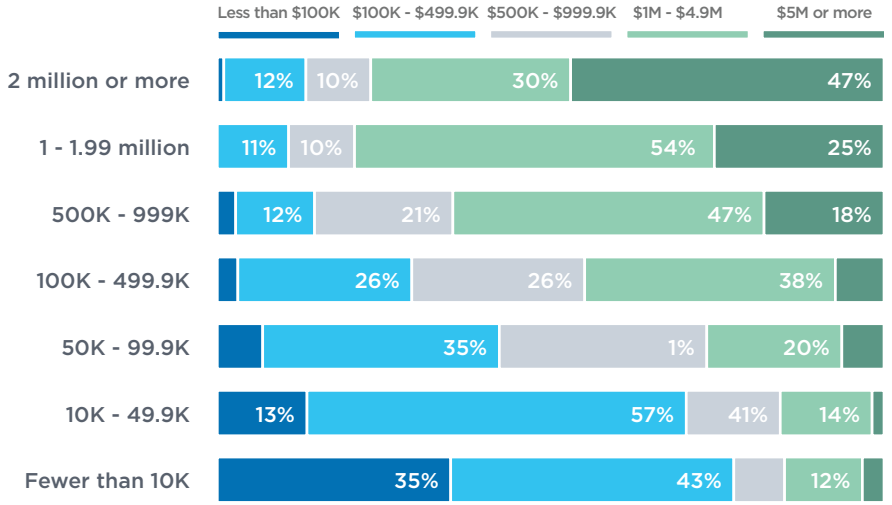
## Organization Size



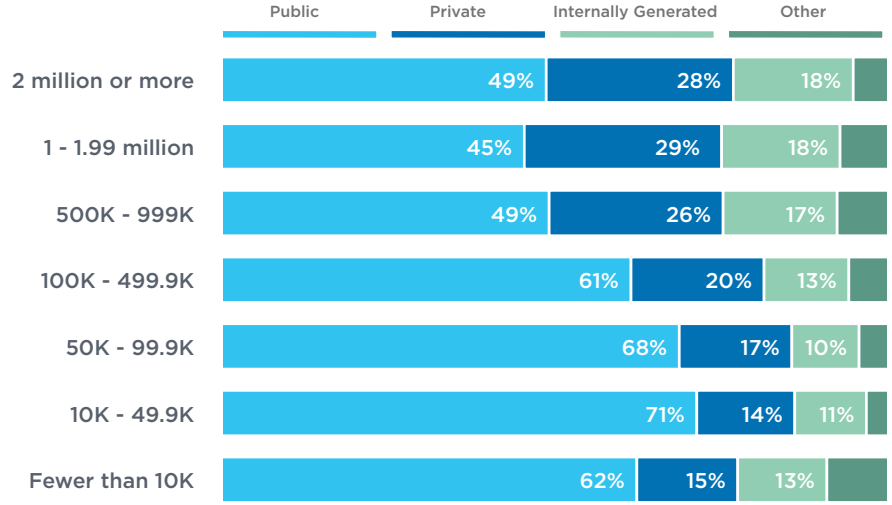

In communities with 10K and less, approximately 26 percent of economic development organizations have one employee. Organizations with 2-9 employees in communities populated by 1-1.99 million people were most prevalent organization size at 41 percent.

Particularly in communities with 2 million or more in population, almost half of the those communities have an economic development budget of $5 million or more. In communities of 10K - 49.9K in population, over half of these communities maintain an economic development budget of $100K - $499.9K. Funding sources are most commonly generated from public funds.

## Economic Development Budget

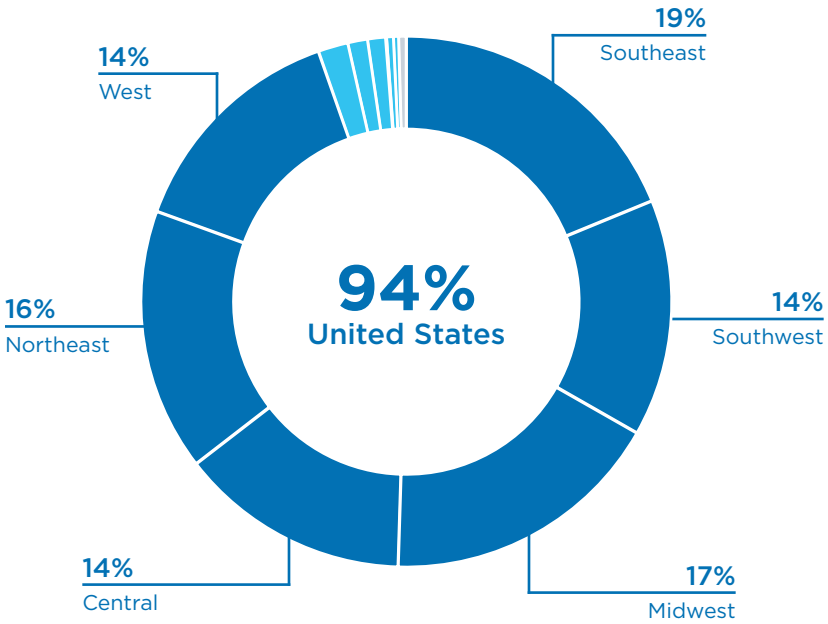



## Funding Sources



# LOCATION

In what country are you employed? In what state or province are you employed?




**5%**
**Canada**

- 2% Ontario
- 1% Alberta
- 1% British Columbia
- < 1% Quebec, Manitoba, Nova Scotia

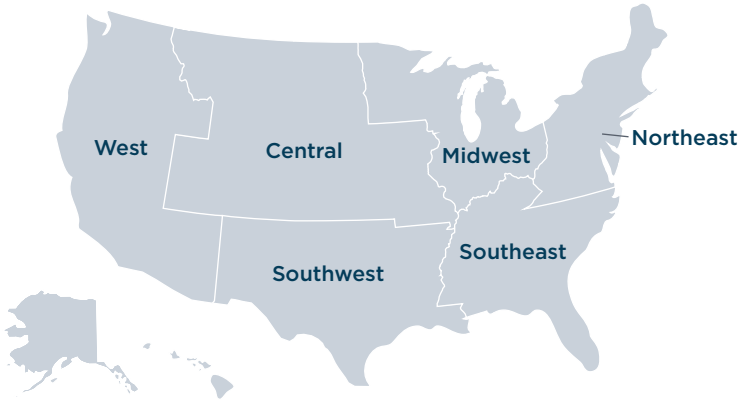
**< 1%**
**Other Countries**

- < 1% Australia, Mexico, Pakistan, New Zealand, United Kingdom

94 percent of repondents come from the US with 5 percent of respondents from Canadian provinces and 1 percent from other countries. Within the US, the locations mimic the geographic area in which the U.S. Economic Develpoment Adminsitrations regional offices oversee.

## Canada

## United States

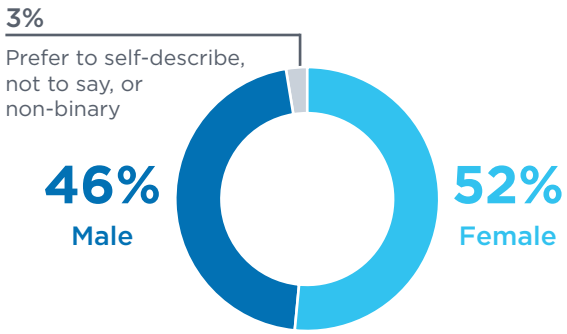


# DEMOGRAPHICS | US CENTRAL

In the central region, more respondents hold a Bachelor's degree than a Master's degree compared to other US regions. One quarter of respondents from the central region are CEcD holders.

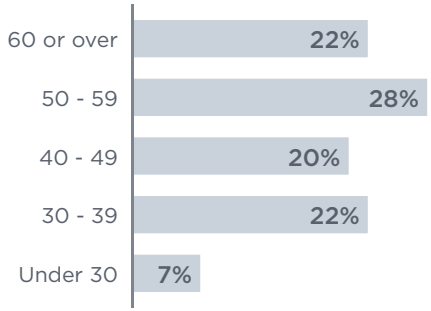
## Gender

How do you gender identify?



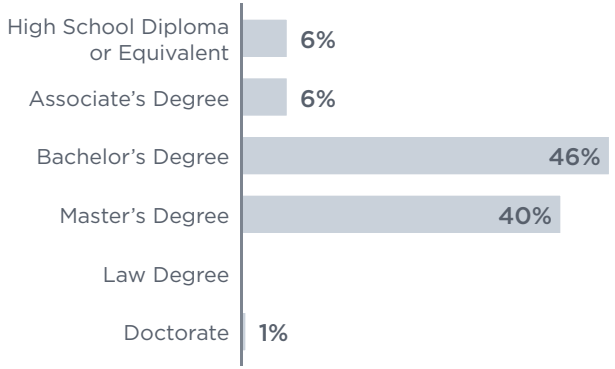

## Age

What is your age?



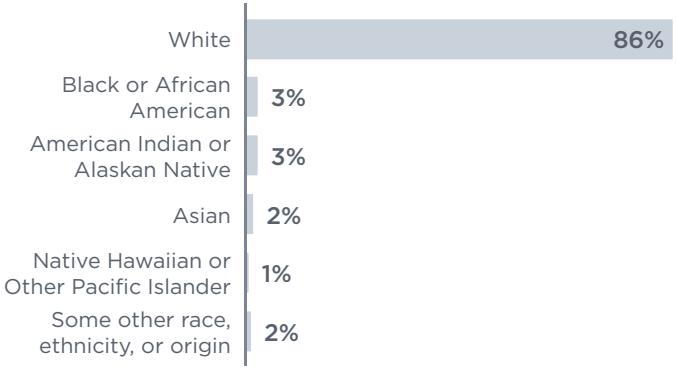

## Education

What is the highest academic degree you have earned?



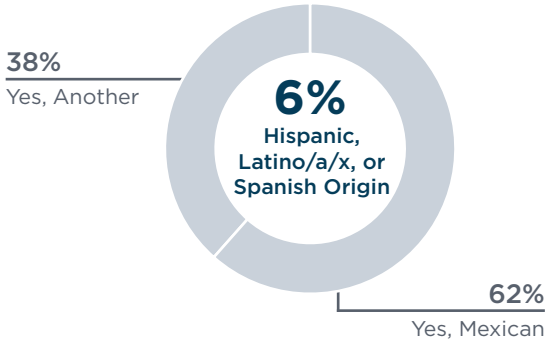

## Race

What race or races do you identify with?



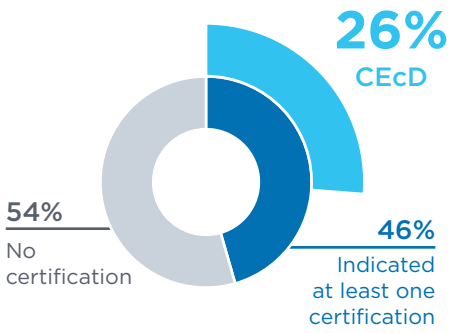

## Ethnicity

Are you of Hispanic, Latino/a/x, or Spanish origin?



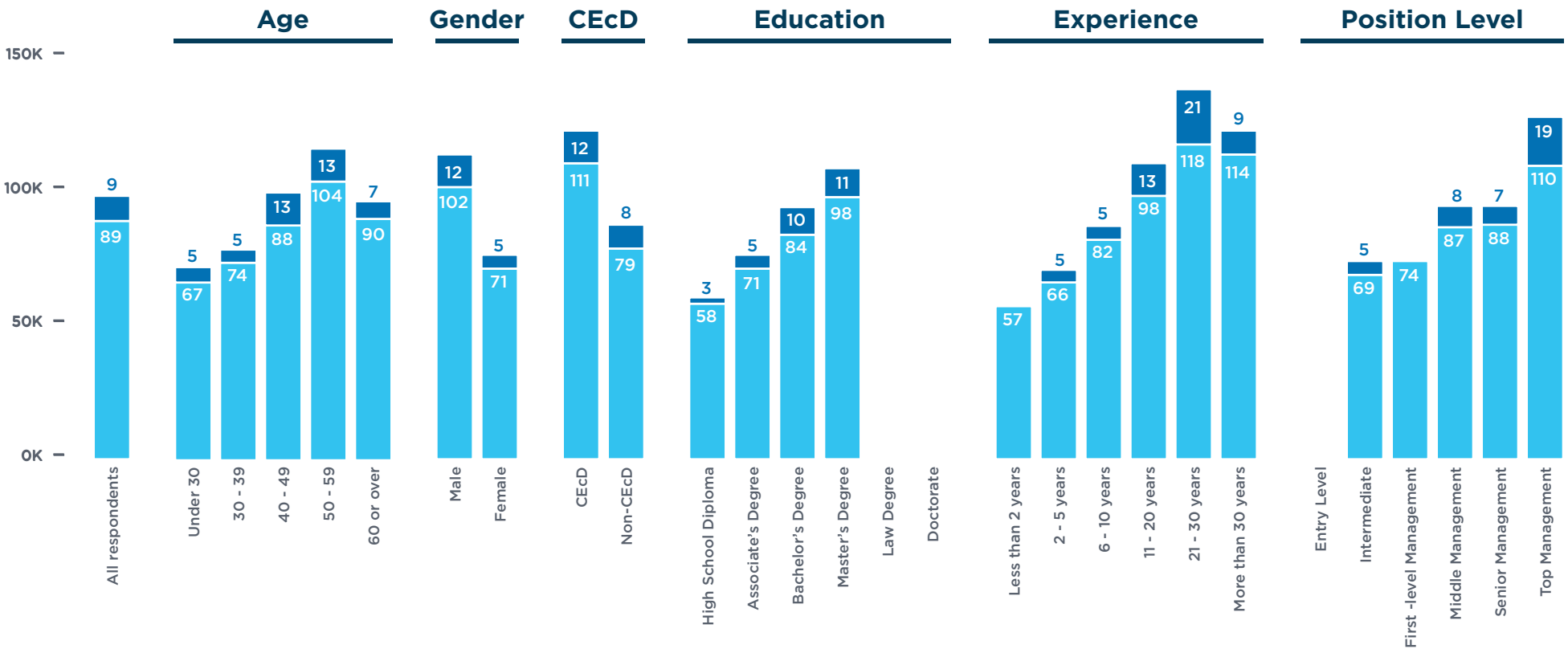

## CEcD vs Non-CEcD

What professional certifications do you currently hold (if any)? (multiple answers)



# COMPENSATION | US CENTRAL

In what country are you employed? In what state or province are you employed?
What is your age? How do you gender identify?
What professional certifications do you currently hold?
What is the highest academic degree you have earned?
Approximately how many years of experience in the field of economic development do you have?
How would you characterize the organizational level of this position?




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

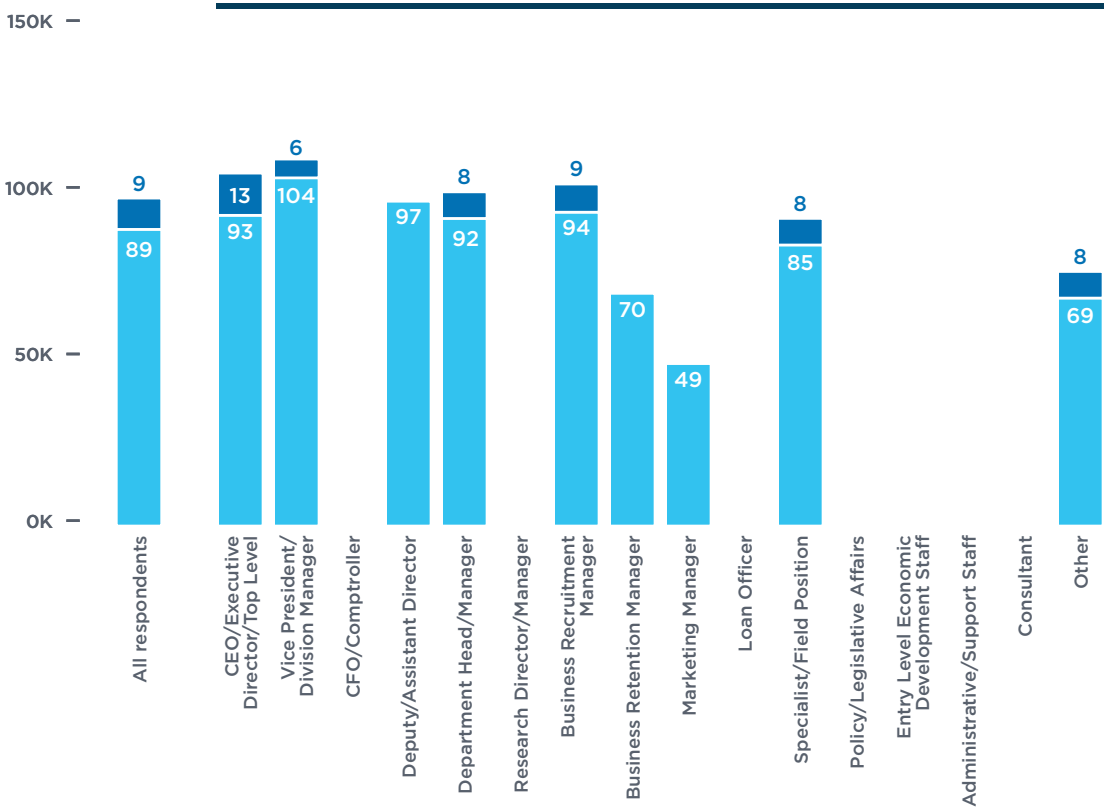
Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

The average base salary for full-time, year-round industry professionals in the central region rests at 89K while average other compensation rests at 9K.

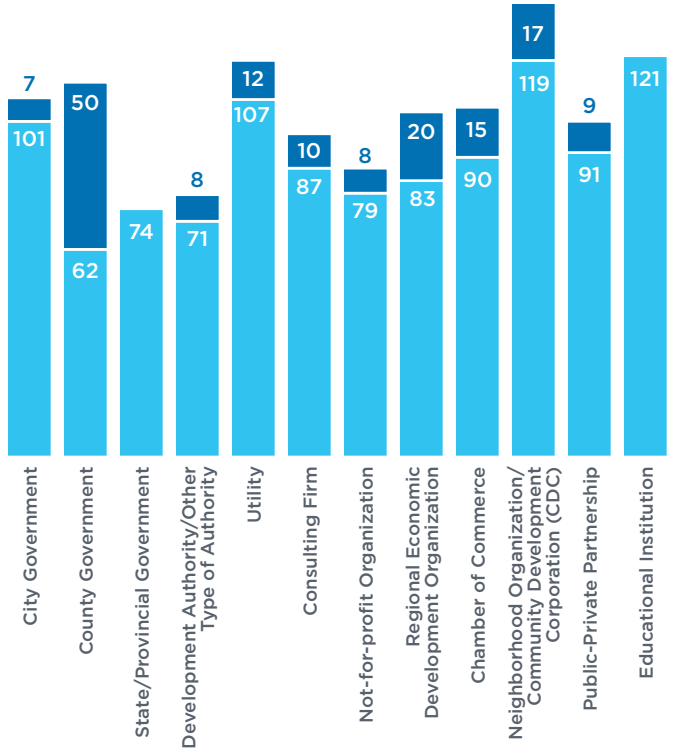
# COMPENSATION | US CENTRAL

In what country are you employed? In what state or province are you employed?
What option best describes your current position?
What option best describes the organization you work for?

## Position




## Type of Organization




**Average Base Salary ($000)**

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**Average Other Compensation ($000)**

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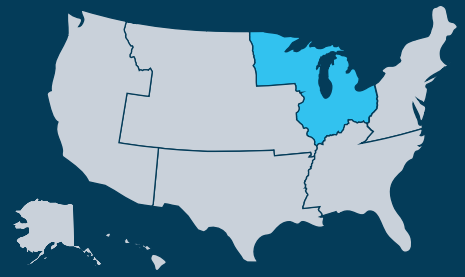
The average base salary for full-time, year-round industry professionals in the central region rests at 89K while average other compensation rests at 9K.

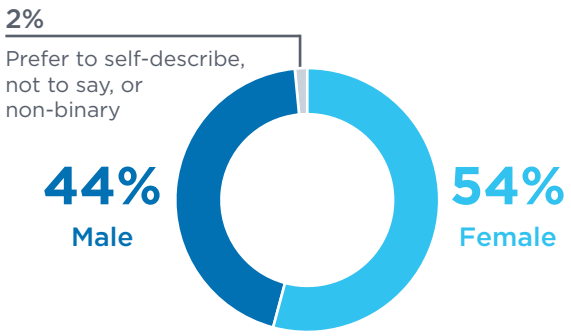
# DEMOGRAPHICS | US MIDWEST

The midwest contains a significantly lower percentage of respondents ages 60 and over in comparison to other US regions in which the same age group accounts for about one fifth of the respondents.



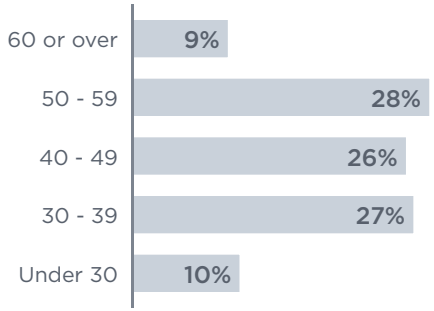
## Gender

How do you gender identify?



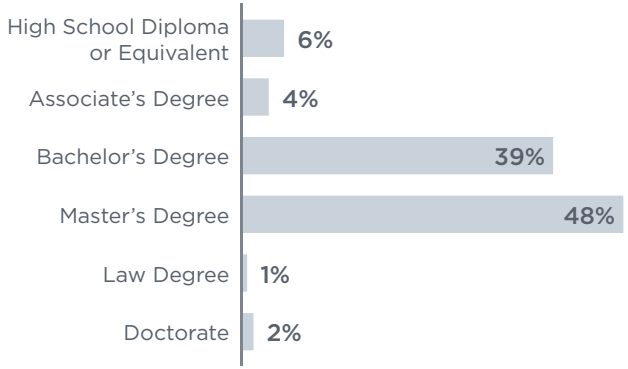

## Age

What is your age?



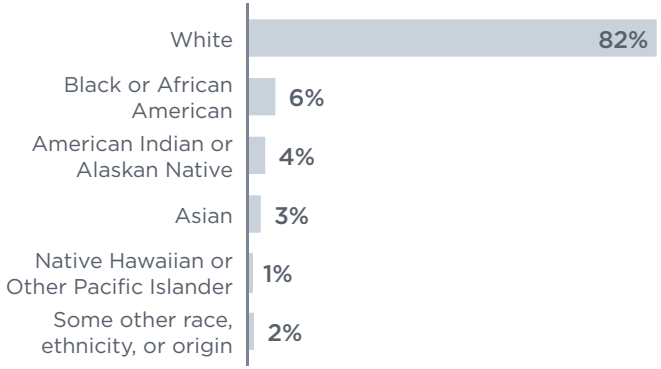

## Education

What is the highest academic degree you have earned?



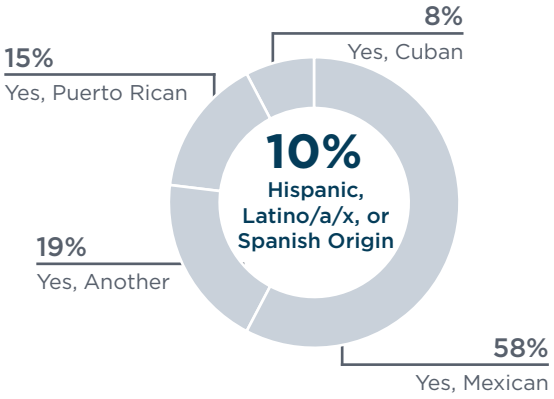

## Race

What race or races do you identify with?



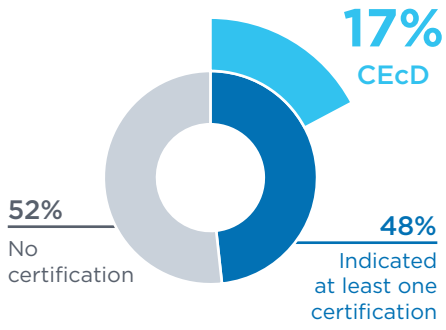

## Ethnicity

Are you of Hispanic, Latino/a/x, or Spanish origin?



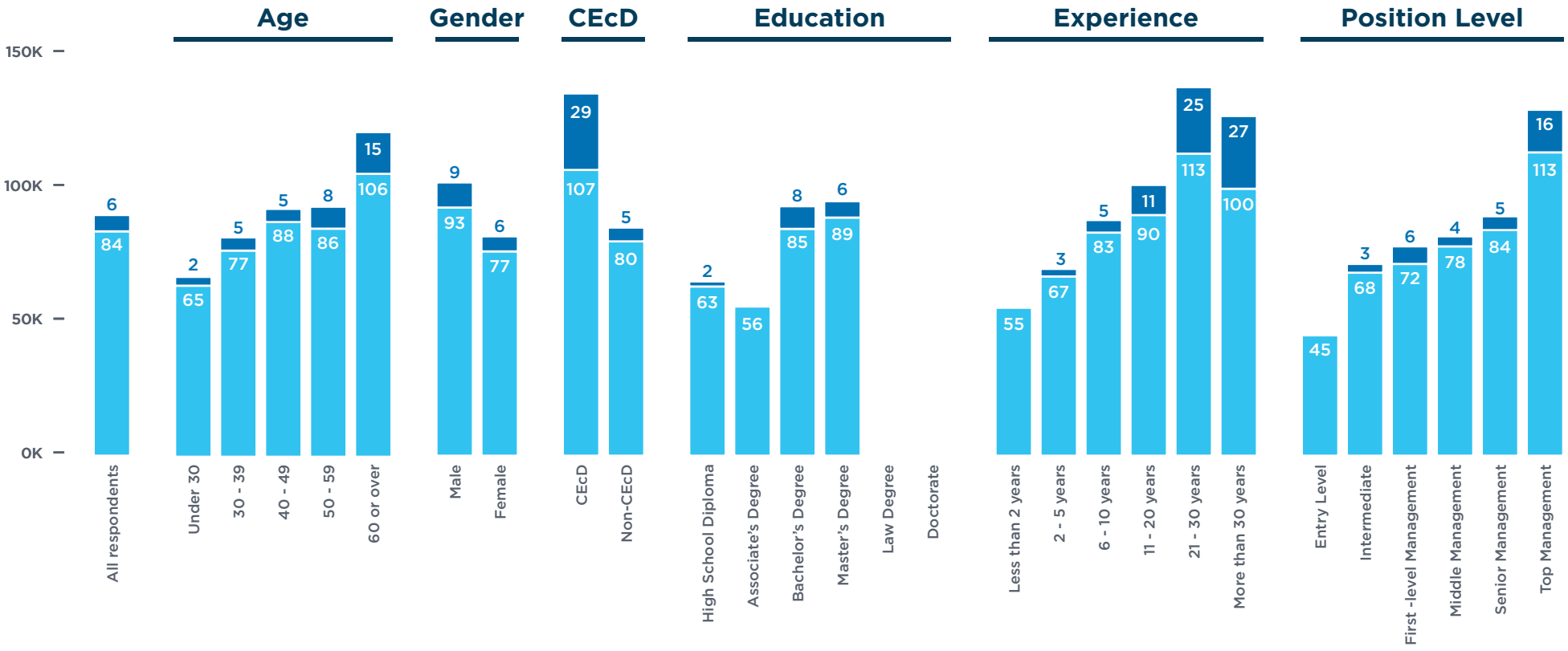

## CEcD vs Non-CEcD

What professional certifications do you currently hold (if any)? (multiple answers)



# COMPENSATION | US MIDWEST

In what country are you employed? In what state or province are you employed?
What is your age? How do you gender identify?
What professional certifications do you currently hold?
What is the highest academic degree you have earned?
Approximately how many years of experience in the field of economic development do you have?
How would you characterize the organizational level of this position?




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

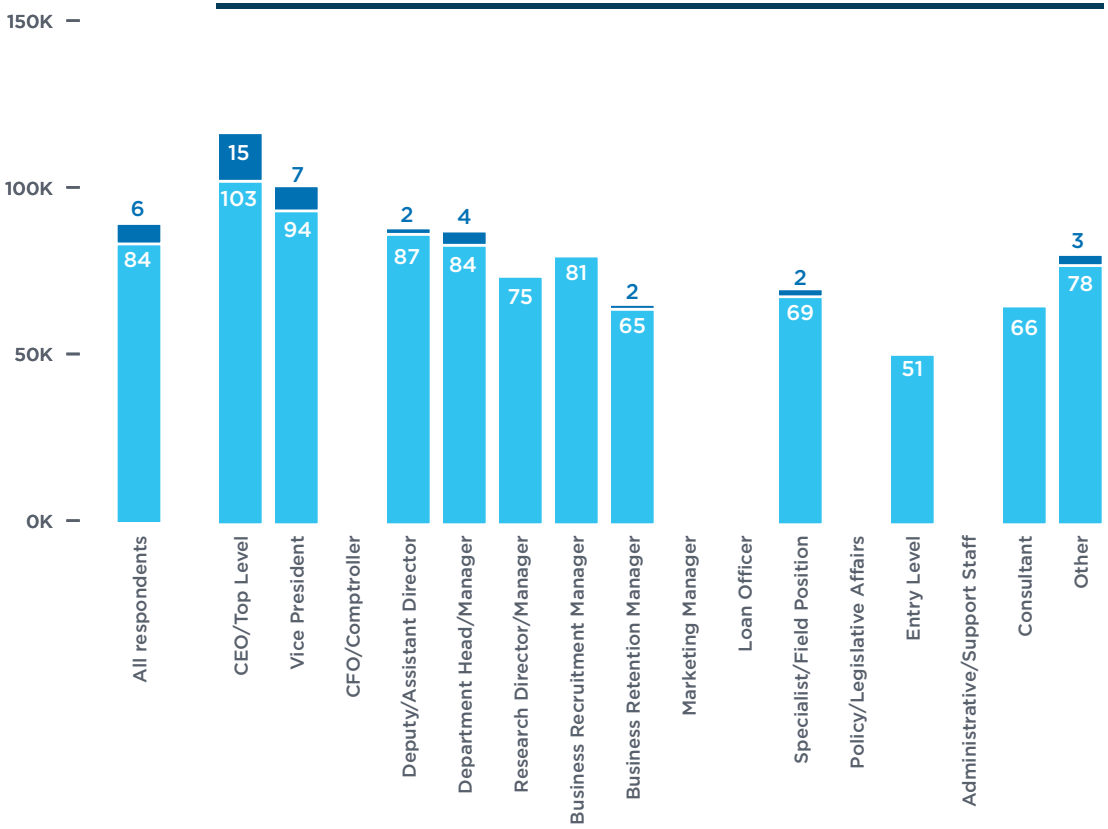
Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

The average base salary for full-time, year-round industry professionals in the midwest rests at 84K while average other compensation rests at 6K.

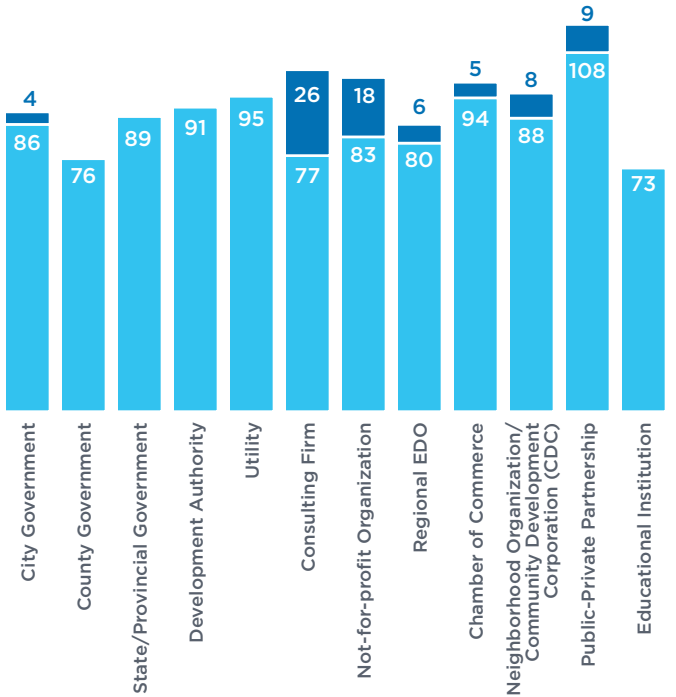
# COMPENSATION | US MIDWEST

In what country are you employed? In what state or province are you employed?
What option best describes your current position?
What option best describes the organization you work for?

## Position




## Type of Organization




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

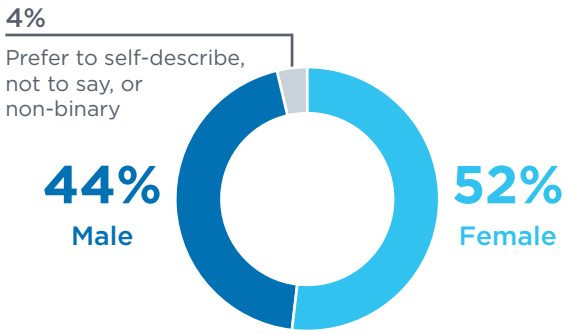
The average base salary for full-time, year-round industry professionals in the midwest rests at 84K while average other compensation rests at 6K.

# DEMOGRAPHICS | US NORTHEAST

Over half of the respondents in the northeast identify as female with almost half of respondents holding a Master's degree in the northeast region. Approximately one quarter of respondents from the northeast are CEcD holders.

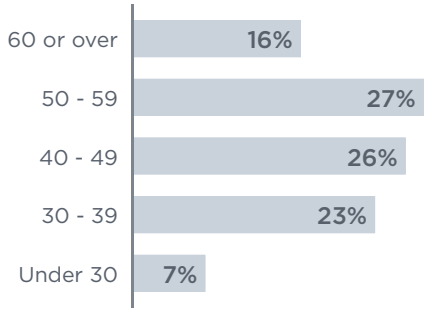
## Gender

How do you gender identify?



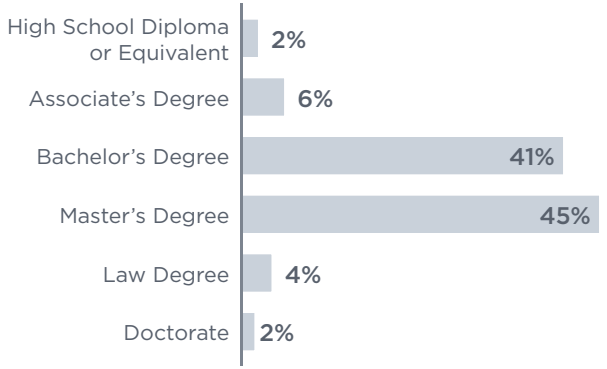

## Age

What is your age?



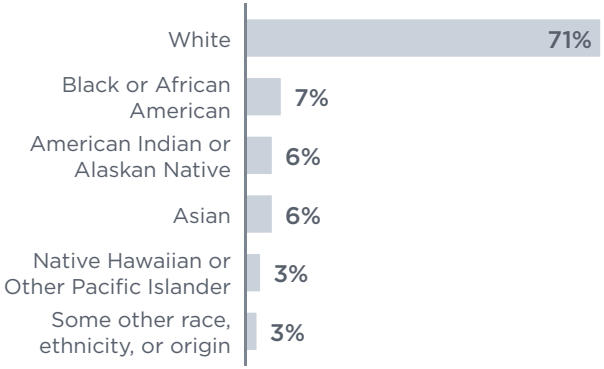

## Education

What is the highest academic degree you have earned?



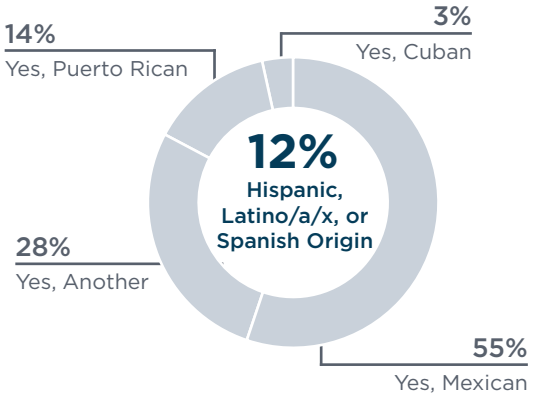

## Race

What race or races do you identify with?



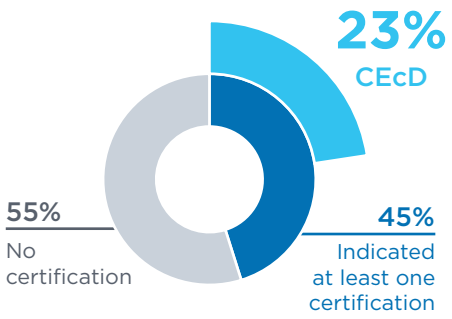

## Ethnicity

Are you of Hispanic, Latino/a/x, or Spanish origin?



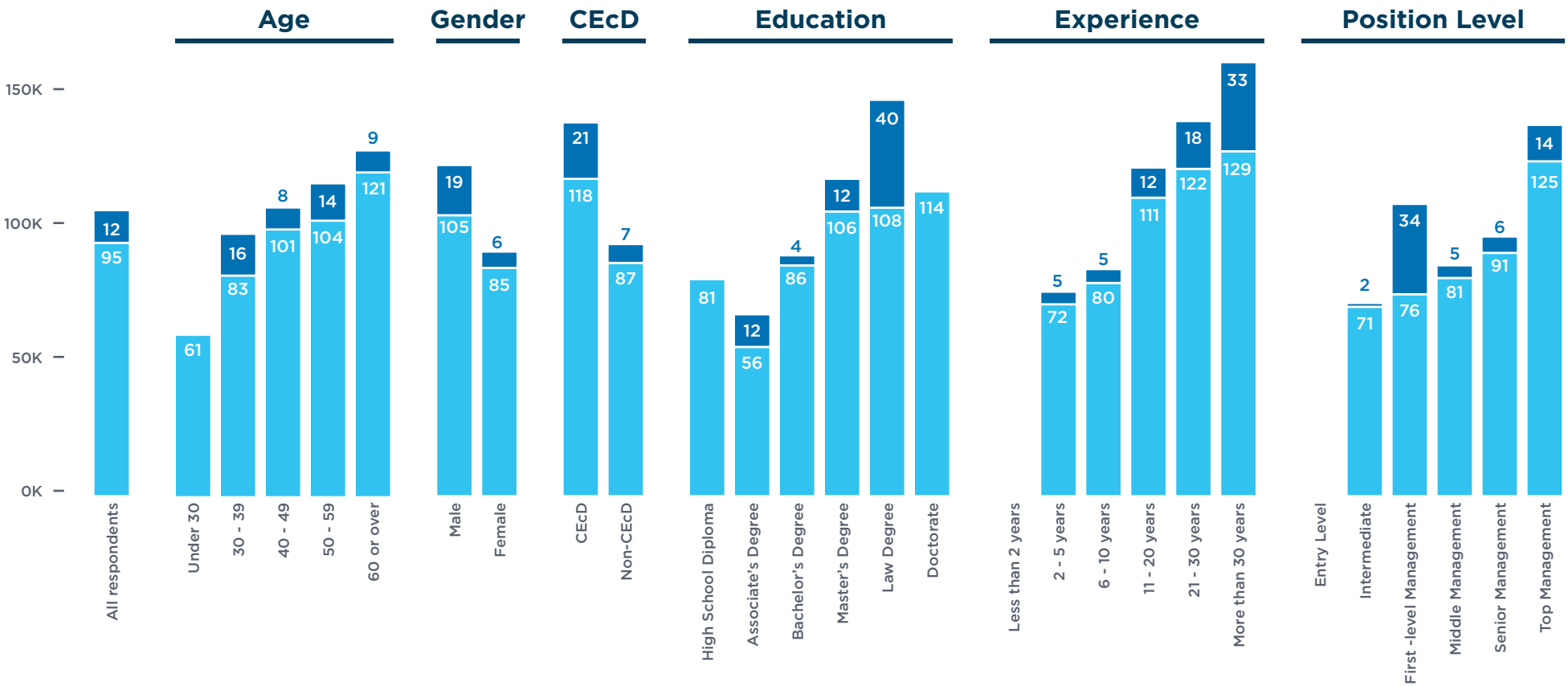

## CEcD vs Non-CEcD

What professional certifications do you currently hold (if any)? (multiple answers)



# COMPENSATION | US NORTHEAST

In what country are you employed? In what state or province are you employed?
What is your age? How do you gender identify?
What professional certifications do you currently hold?
What is the highest academic degree you have earned?
Approximately how many years of experience in the field of economic development do you have?
How would you characterize the organizational level of this position?




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

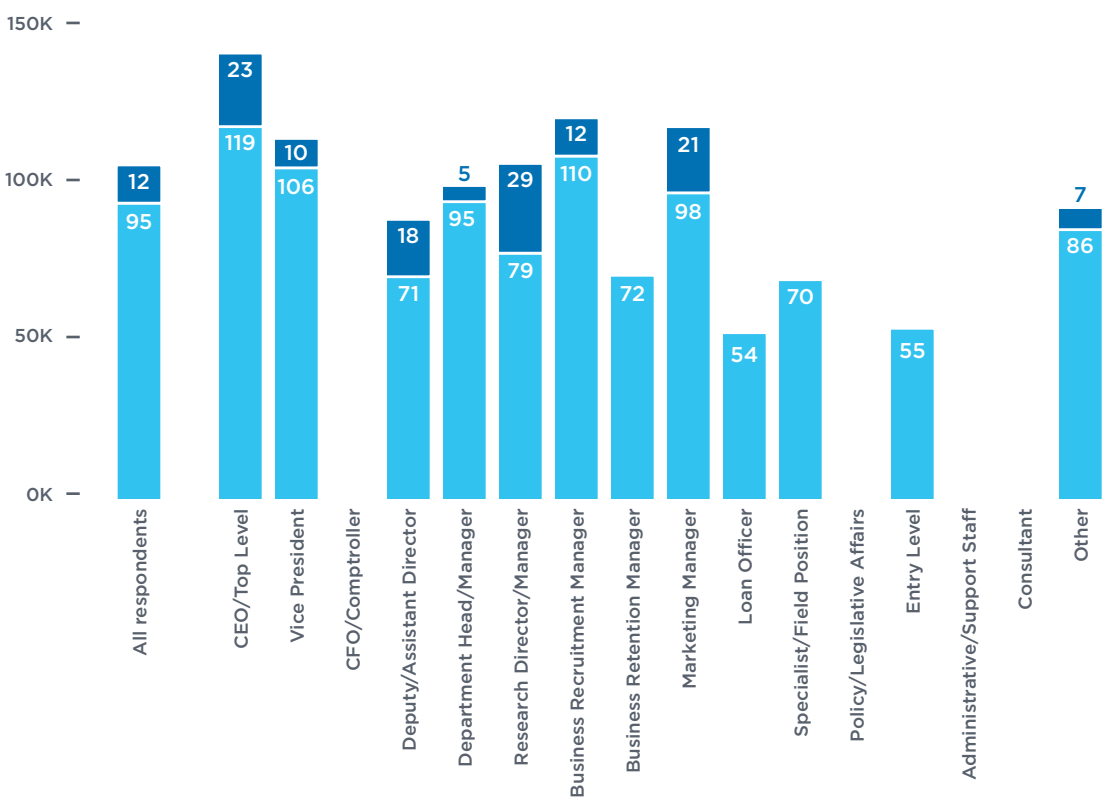
Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

The average base salary for full-time, year-round industry professionals in the northeast rests at 95K while average other compensation rests at 12K.

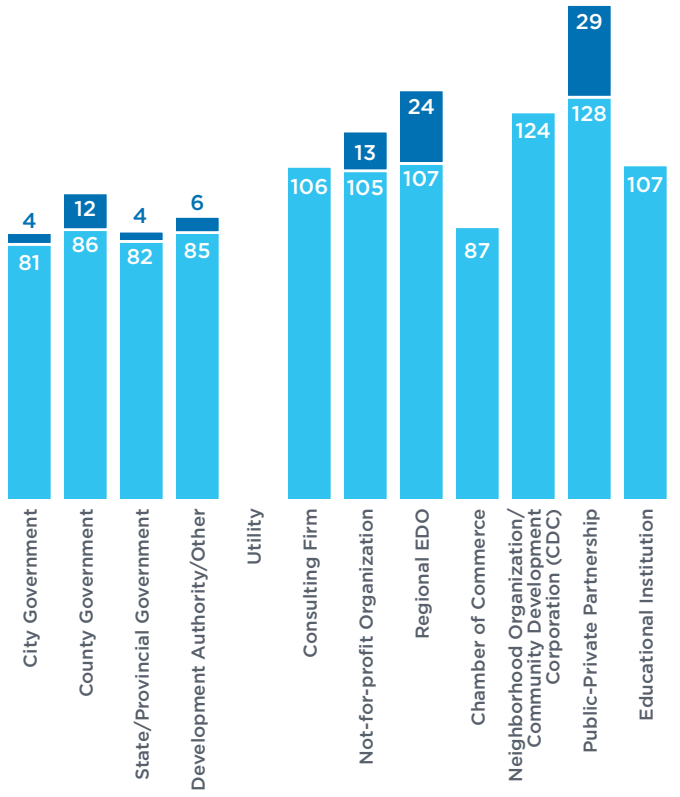
# COMPENSATION | US NORTHEAST

In what country are you employed? In what state or province are you employed?
What option best describes your current position?
What option best describes the organization you work for?

## Position




## Type of Organization




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

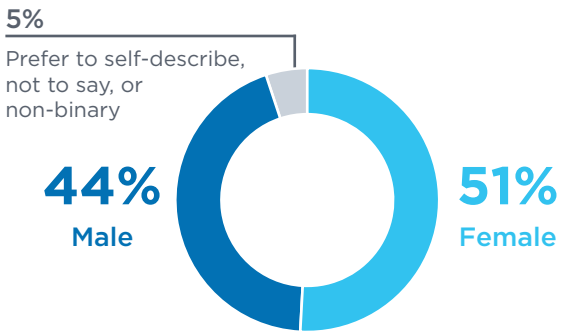
The average base salary for full-time, year-round industry professionals in the northeast rests at 95K while average other compensation rests at 12K.

# DEMOGRAPHICS | US SOUTHEAST

Over half of the respondents in the southeast identify as female with almost half of respondents holding a Master's degree in the southeast region. One third of respondents from the southeast are CEcD holders.

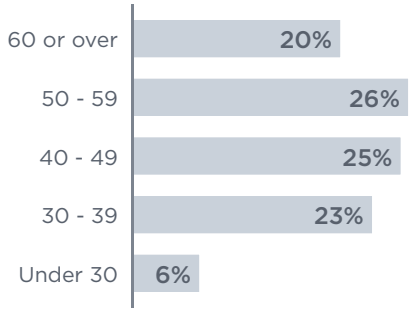
## Gender

How do you gender identify?



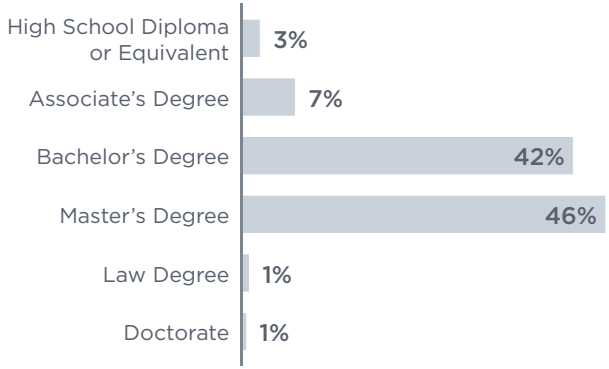

## Age

What is your age?



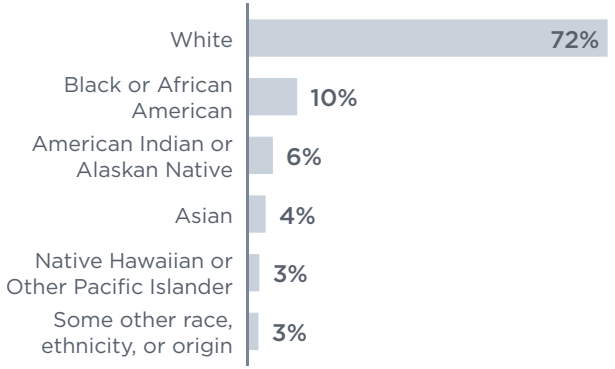

## Education

What is the highest academic degree you have earned?



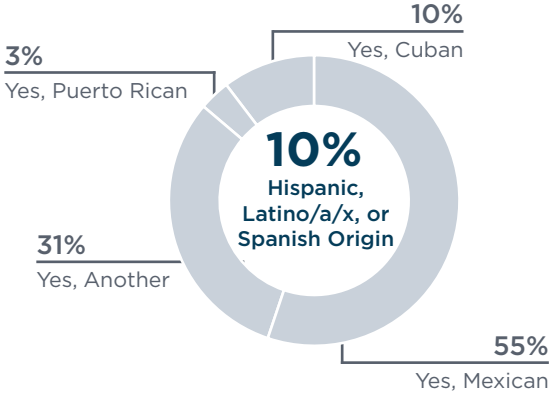

## Race

What race or races do you identify with?



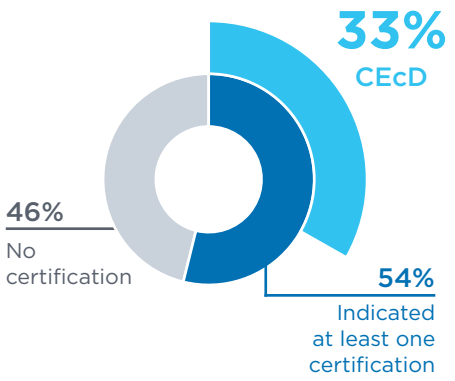

## Ethnicity

Are you of Hispanic, Latino/a/x, or Spanish origin?



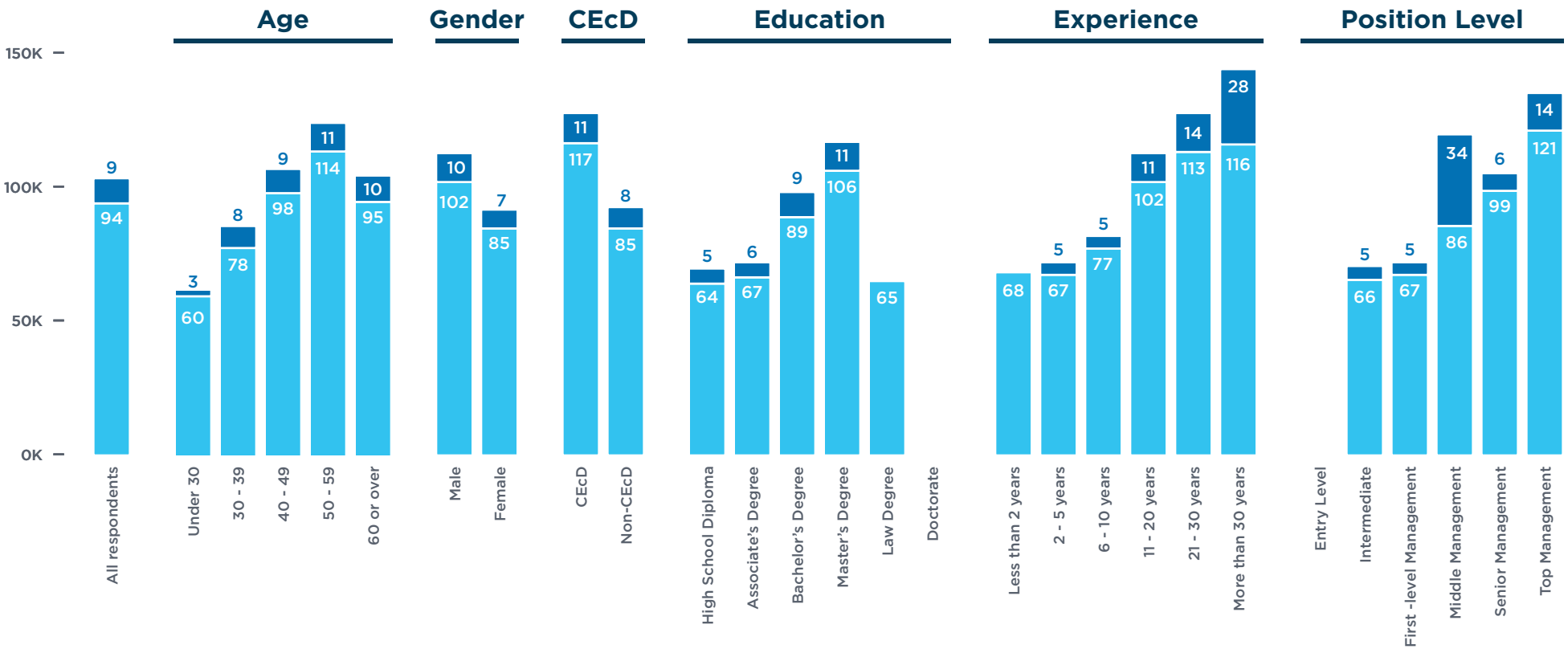

## CEcD vs Non-CEcD

What professional certifications do you currently hold (if any)? (multiple answers)



# COMPENSATION | US SOUTHEAST

In what country are you employed? In what state or province are you employed?
What is your age? How do you gender identify?
What professional certifications do you currently hold?
What is the highest academic degree you have earned?
Approximately how many years of experience in the field of economic development do you have?
How would you characterize the organizational level of this position?




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

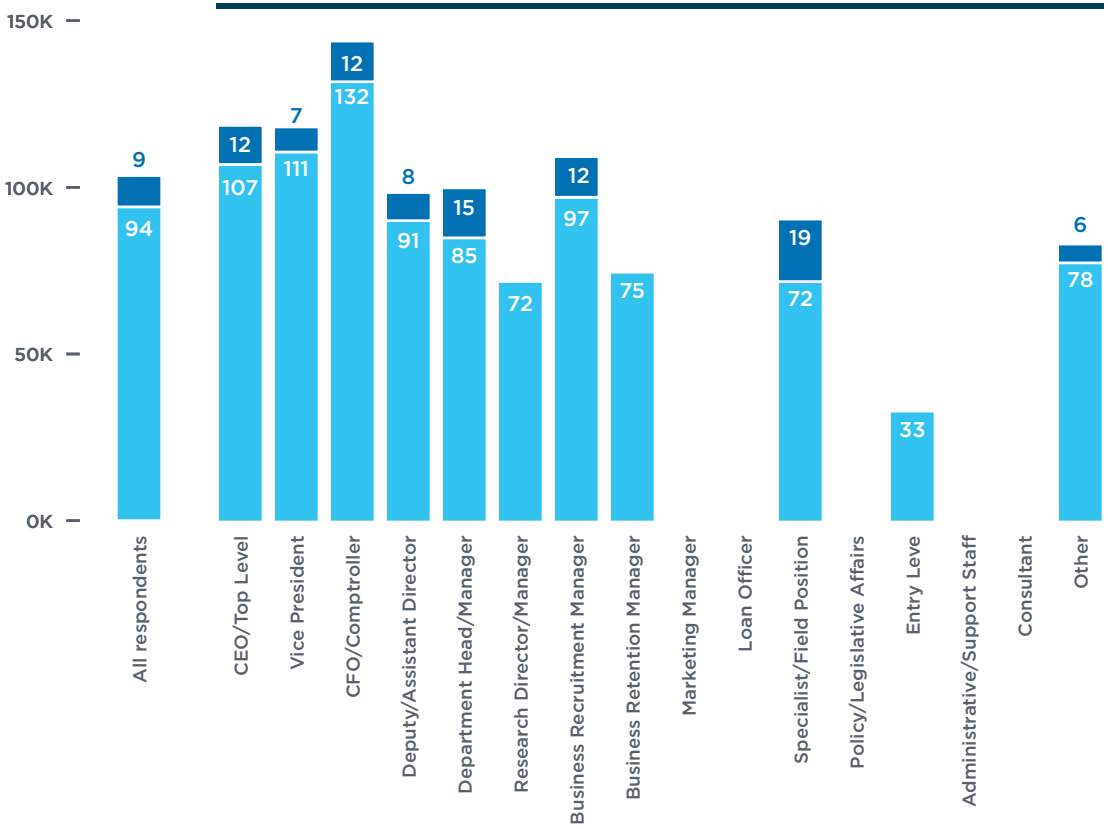
Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

The average base salary for full-time, year-round industry professionals in the southeast rests at 94K while average other compensation rests at 9K.

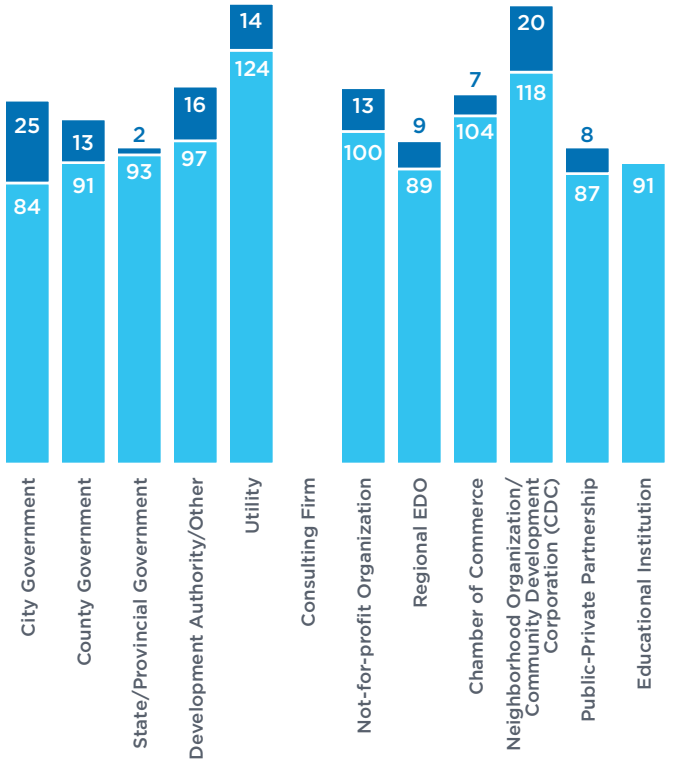
# COMPENSATION | US SOUTHEAST

In what country are you employed? In what state or province are you employed?
What option best describes your current position?
What option best describes the organization you work for?

## Position




## Type of Organization




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

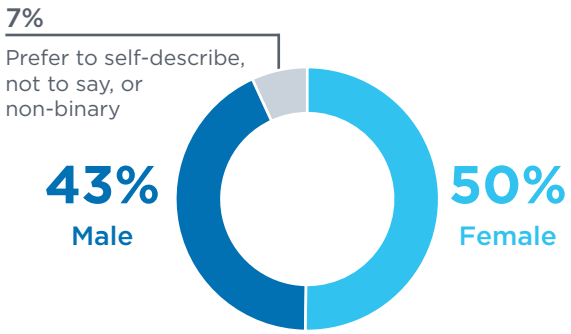
The average base salary for full-time, year-round industry professionals in the southeast rests at 94K while average other compensation rests at 9K.

# DEMOGRAPHICS | US SOUTHWEST

Half of the respondents in the southwest identify as female with almost one fifth of respondents identifying as Hispanic, Latino/a/x, or Spanish Origin in the southwest region. One third of respondents from the southwest are CEcD holders.

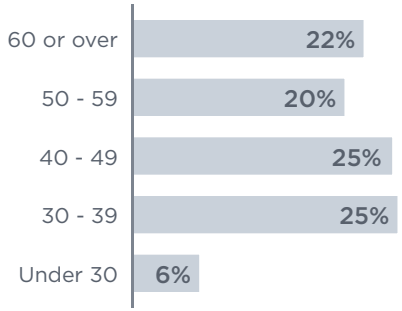
## Gender

How do you gender identify?



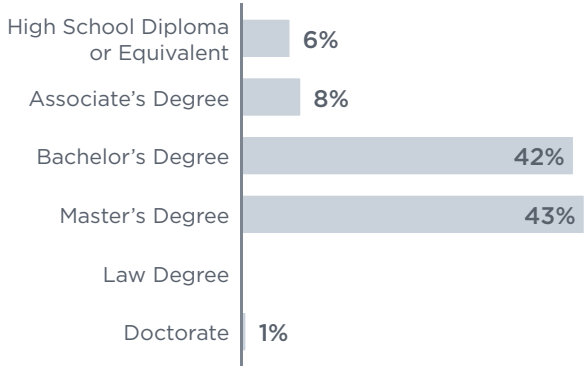

## Age

What is your age?



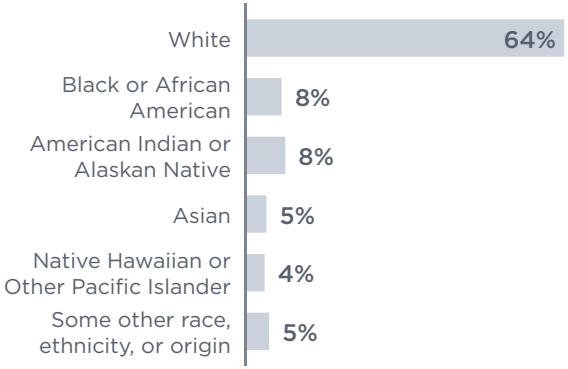

## Education

What is the highest academic degree you have earned?



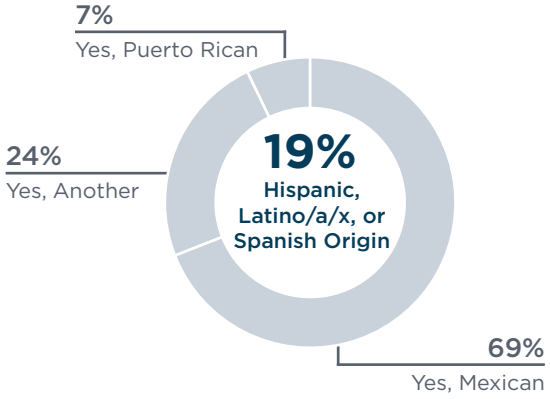

## Race

What race or races do you identify with?



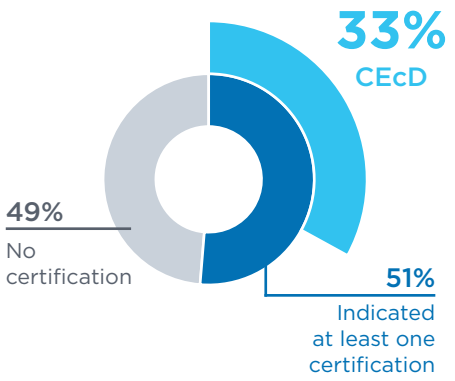

## Ethnicity

Are you of Hispanic, Latino/a/x, or Spanish origin?



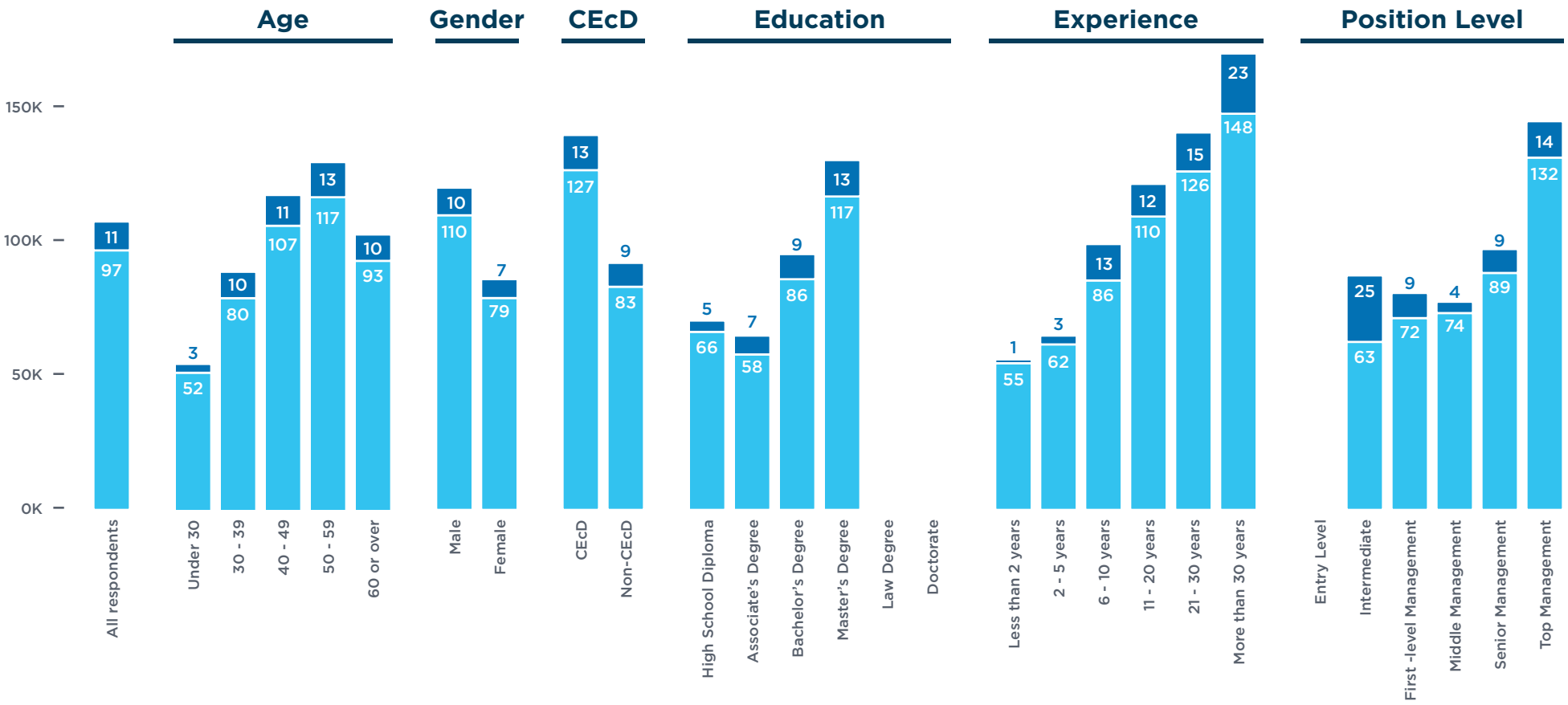

## CEcD vs Non-CEcD

What professional certifications do you currently hold (if any)? (multiple answers)



# COMPENSATION | US SOUTHWEST

In what country are you employed? In what state or province are you employed?
What is your age? How do you gender identify?
What professional certifications do you currently hold?
What is the highest academic degree you have earned?
Approximately how many years of experience in the field of economic development do you have?
How would you characterize the organizational level of this position?




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

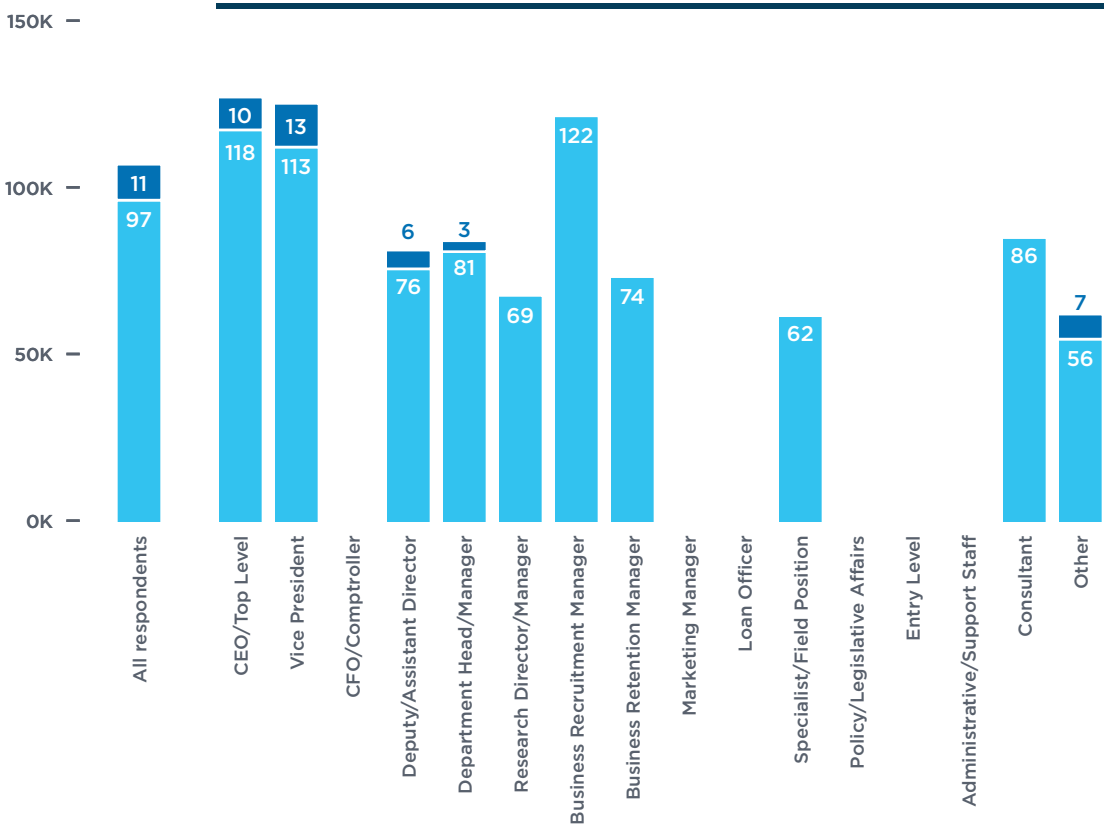
Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

The average base salary for full-time, year-round industry professionals in the southwest rests at 97K while average other compensation rests at 11K.

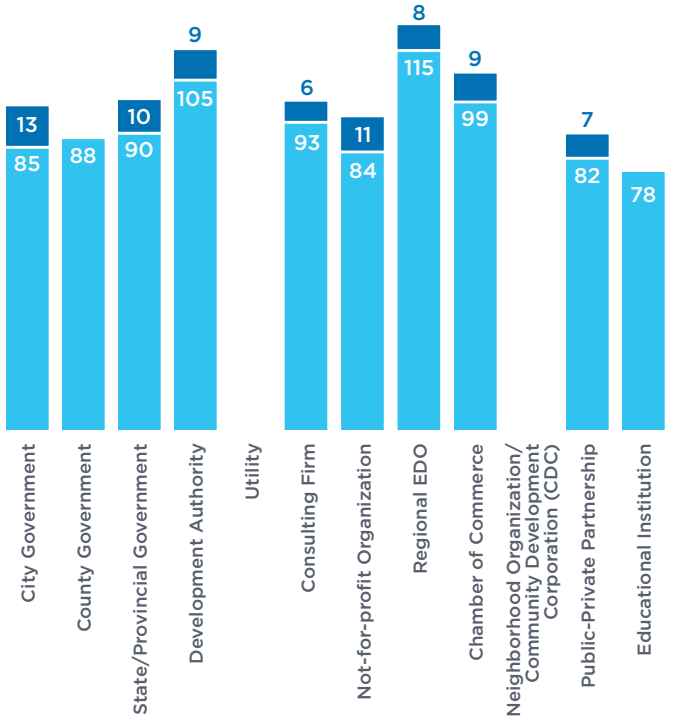
# COMPENSATION | US SOUTHWEST

In what country are you employed? In what state or province are you employed?
What option best describes your current position?
What option best describes the organization you work for?

## Position




## Type of Organization




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

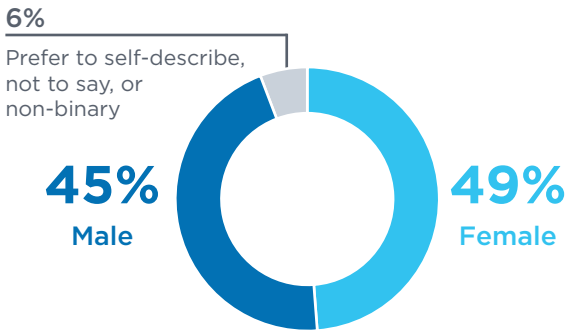
The average base salary for full-time, year-round industry professionals in the southwest rests at 97K while average other compensation rests at 11K.

# DEMOGRAPHICS | US WEST

Approximately one third of the respondents in the west fall in the age group of 30-39, while 24 percent of repondents identify as Hispanic, Latino/a/x, or Spanish Origin. Approximately one third of respondents in the western region are CEcD holders.

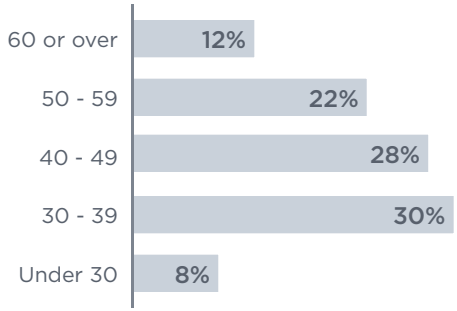
## Gender

How do you gender identify?



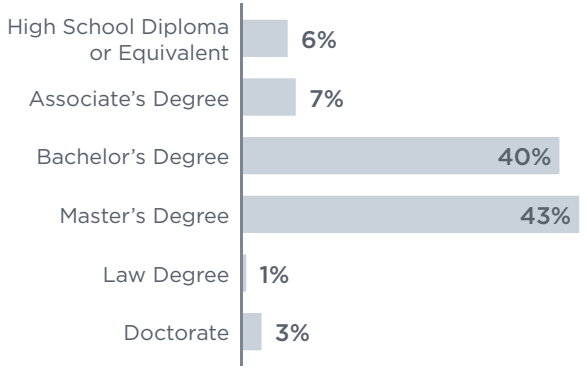

## Age

What is your age?



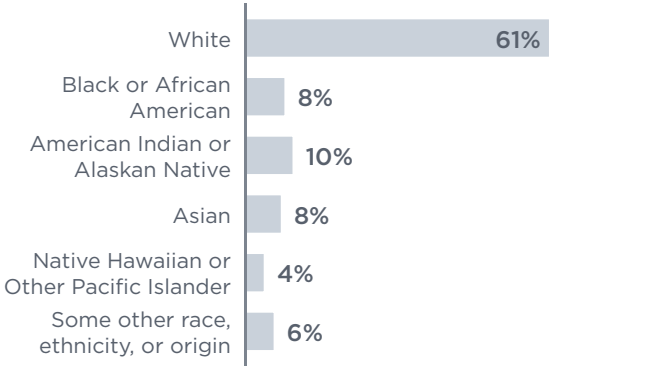

## Education

What is the highest academic degree you have earned?



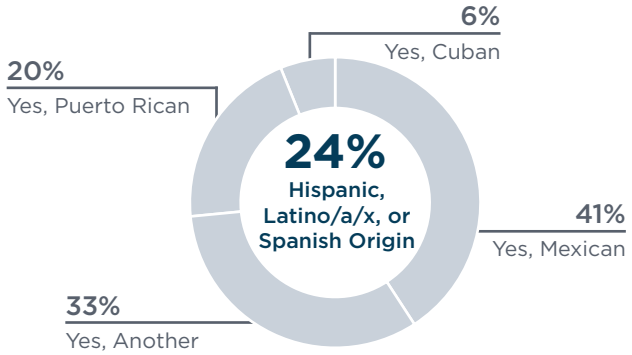

## Race

What race or races do you identify with?



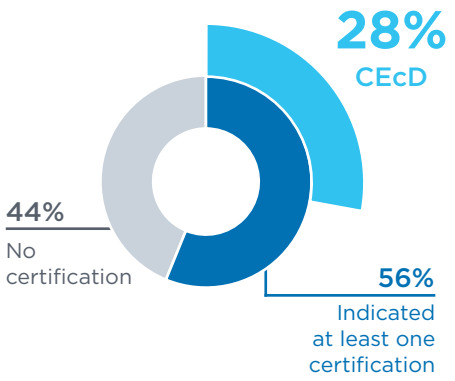

## Ethnicity

Are you of Hispanic, Latino/a/x, or Spanish origin?



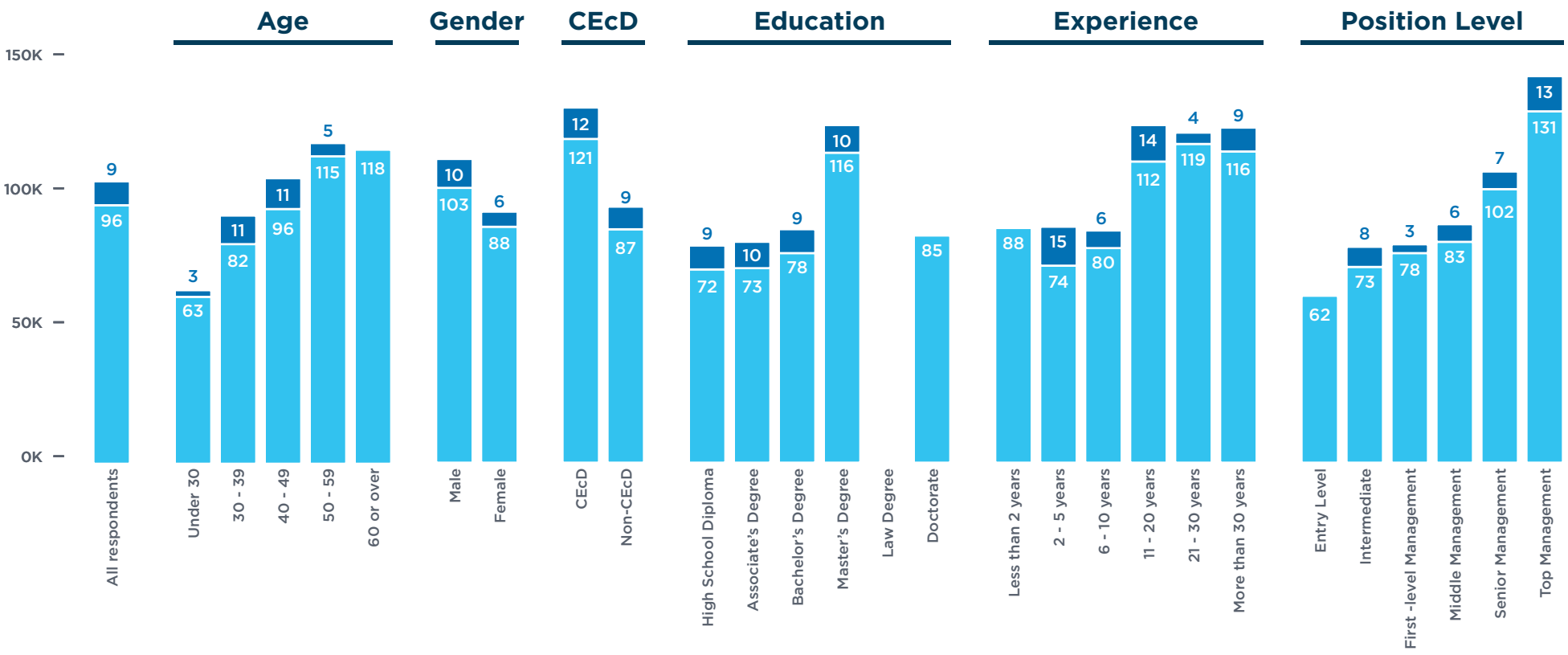

## CEcD vs Non-CEcD

What professional certifications do you currently hold (if any)? (multiple answers)



# COMPENSATION | US WEST

In what country are you employed? In what state or province are you employed?
What is your age? How do you gender identify?
What professional certifications do you currently hold?
What is the highest academic degree you have earned?
Approximately how many years of experience in the field of economic development do you have?
How would you characterize the organizational level of this position?




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

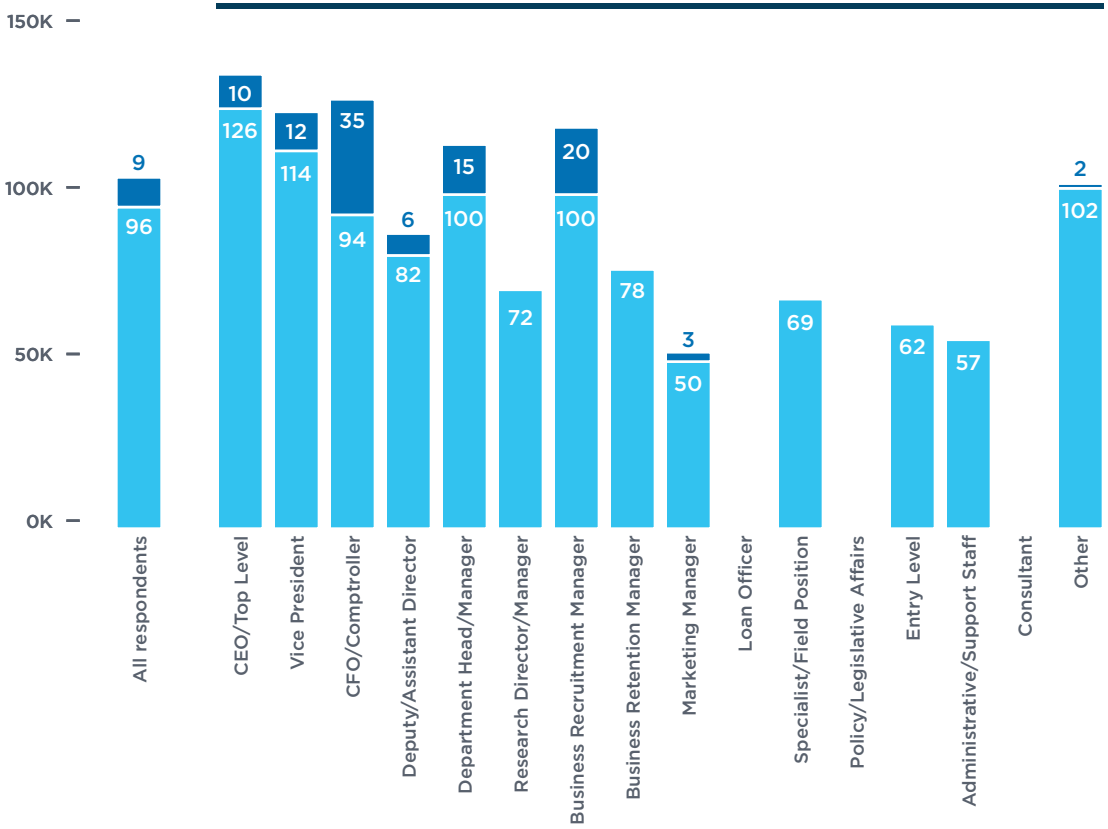
Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

The average base salary for full-time, year-round industry professionals in the western region rests at 96K while average other compensation rests at 9K.

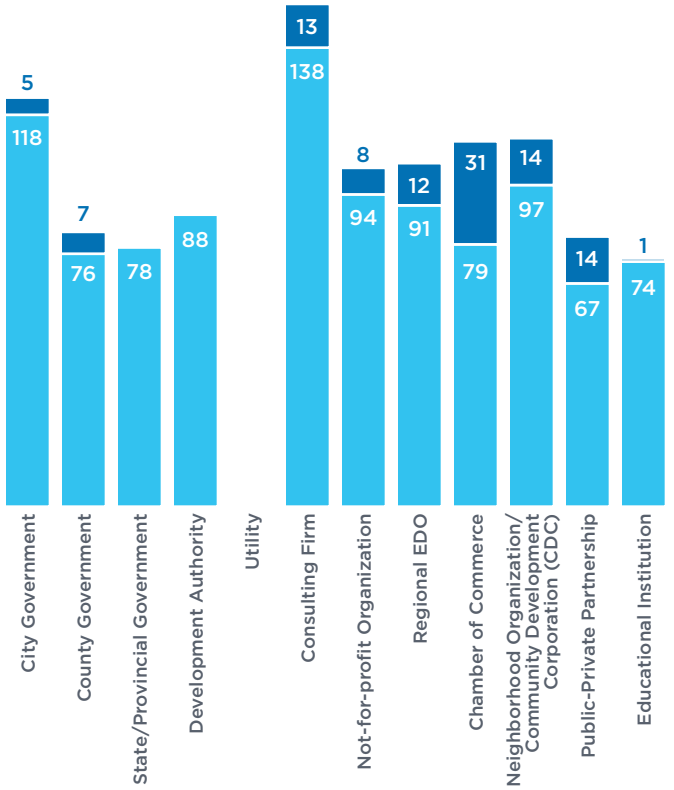
# COMPENSATION | US WEST

In what country are you employed? In what state or province are you employed?
What option best describes your current position?
What option best describes the organization you work for?

## Position




## Type of Organization




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

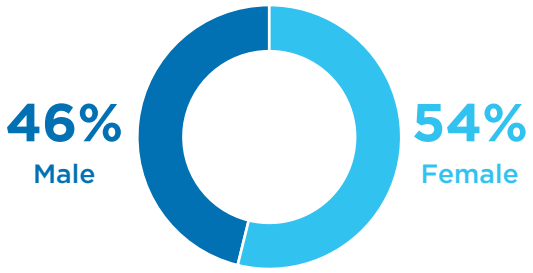
The average base salary for full-time, year-round industry professionals in the western region rests at 96K while average other compensation rests at 9K.

# DEMOGRAPHICS | CANADA

Within the Canadian territories, more respondents hold a Bachelor's degree than a Master's degree. Almost one fifth of respondents in the west are CEcD holders.

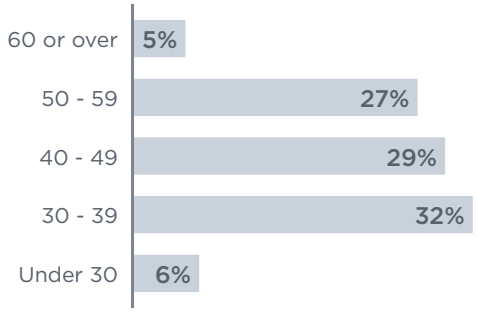
## Gender

How do you gender identify?



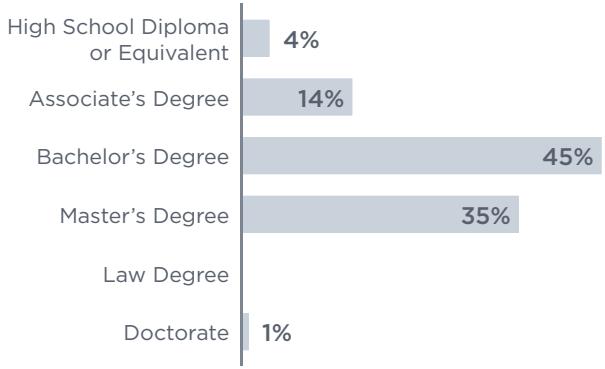

## Age

What is your age?



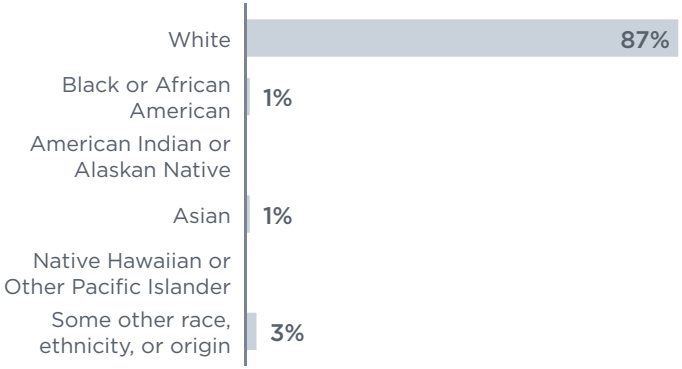

## Education

What is the highest academic degree you have earned?




## Race

What race or races do you identify with?



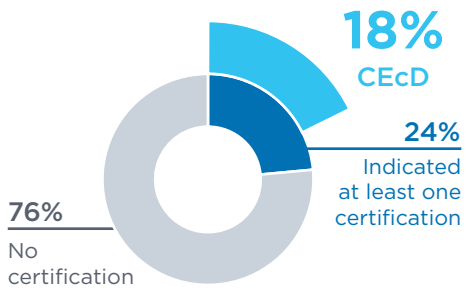

## Ethnicity

Are you of Hispanic, Latino/a/x, or Spanish origin?

**0%**
**Hispanic, Latino/a/x, or Spanish Origin**

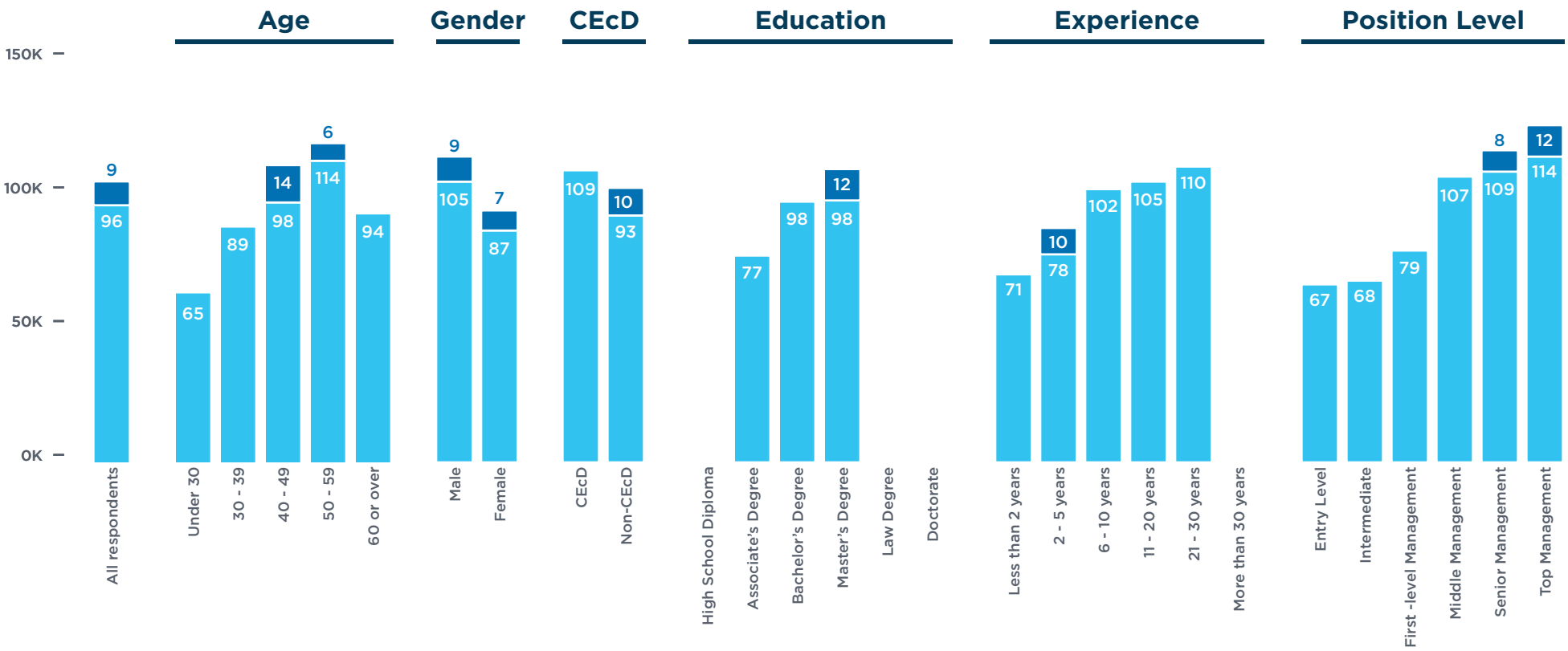
## CEcD vs Non-CEcD

What professional certifications do you currently hold (if any)? (multiple answers)



# COMPENSATION | CANADA

In what country are you employed? In what state or province are you employed?
What is your age? How do you gender identify?
What professional certifications do you currently hold?
What is the highest academic degree you have earned?
Approximately how many years of experience in the field of economic development do you have?
How would you characterize the organizational level of this position?




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

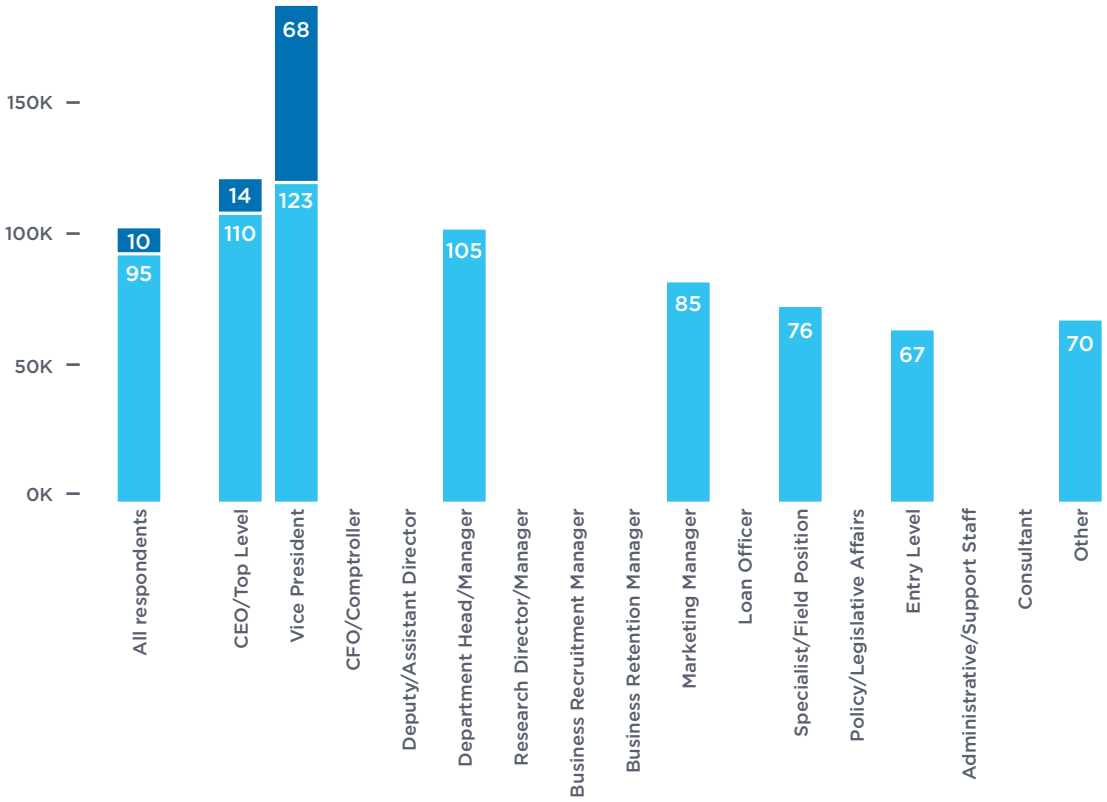
Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

The average base salary for full-time, year-round industry professionals in Canadian territories rests at 96K while average other compensation rests at 9K.

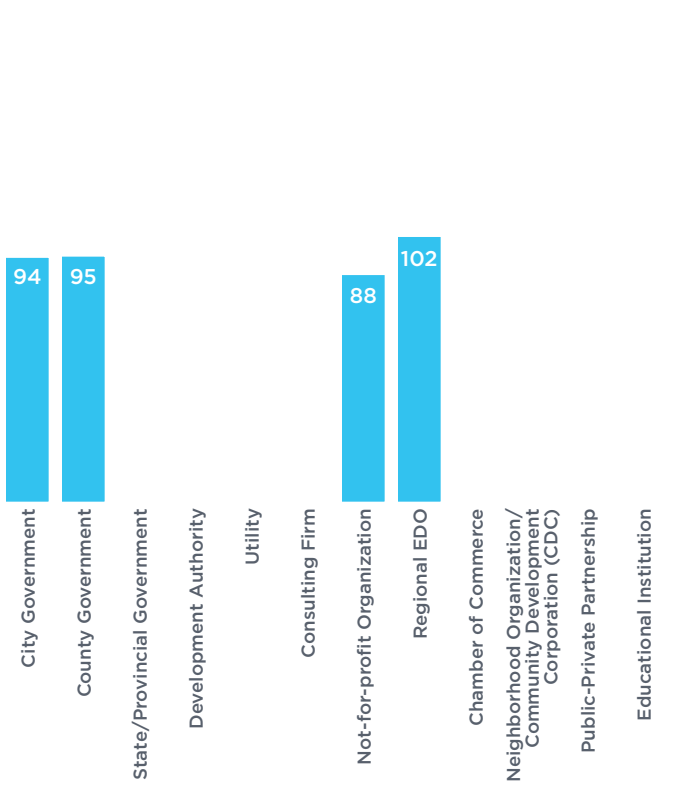
# COMPENSATION | CANADA

In what country are you employed? In what state or province are you employed?
What is your age? How do you gender identify?
What professional certifications do you currently hold?
What is the highest academic degree you have earned?
Approximately how many years of experience in the field of economic development do you have?
How would you characterize the organizational level of this position?

## Position




## Type of Organization




**Average Base Salary ($000)**

Base: Full-time, year-round industry professionals

**Average Other Compensation ($000)**

Base: Full-time, year-round industry professionals who received other compensation

Outliers removed using IQR method. Results not shown if 3 or fewer valid values.

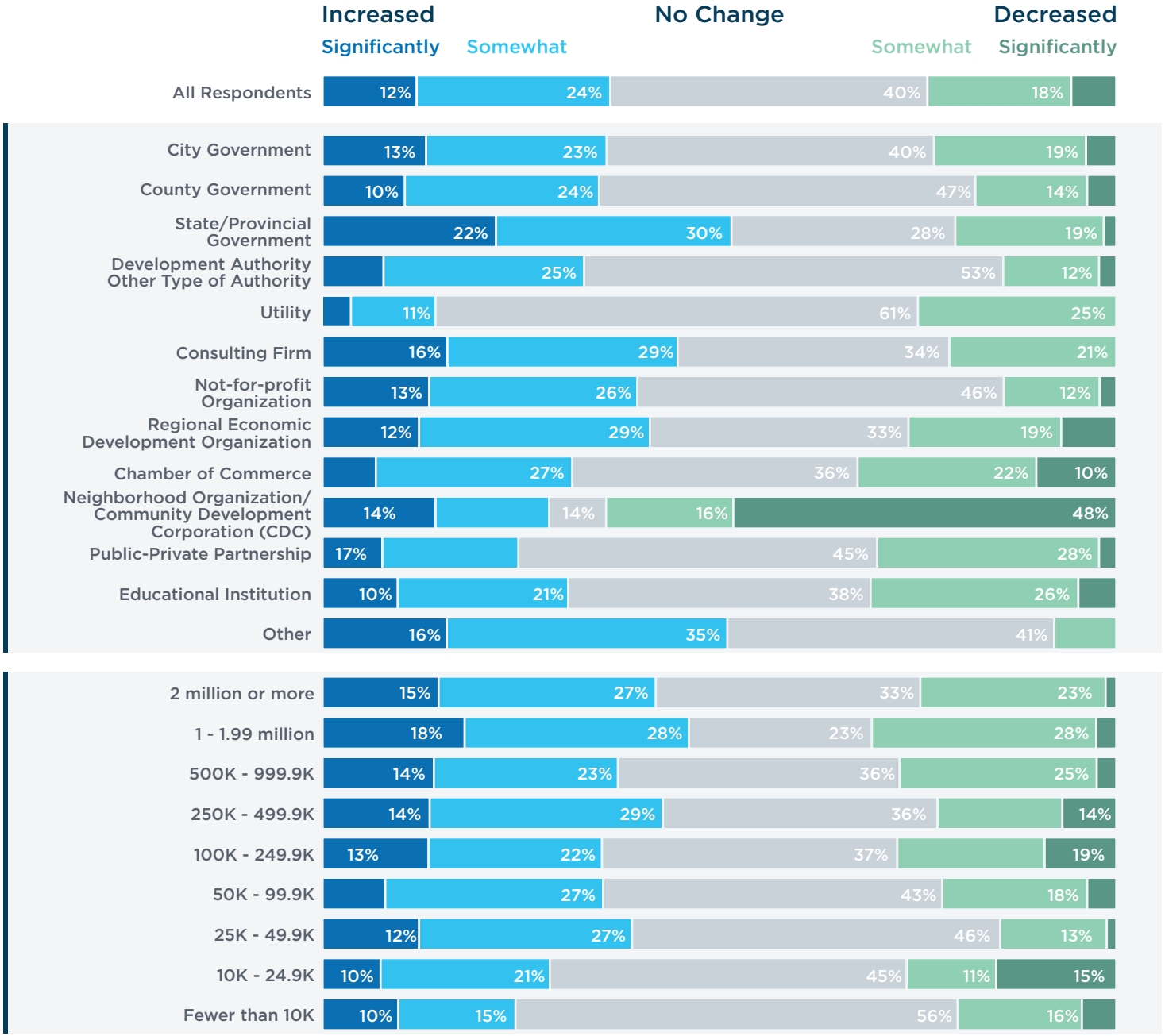
The average base salary for full-time, year-round industry professionals in Canadian territories rests at 96K while average other compensation rests at 10K.

# IMPACT OF COVID-19


| | |
|---|---|
| **IMPACT OF COVID-19** | **55** |
| Workforce Level | 56 |
| Level of Service Offered | 57 |
| Budget | 58 |
| Funding Sources | 59 |
| Telework Policy | 60 |

# WORKFORCE LEVEL

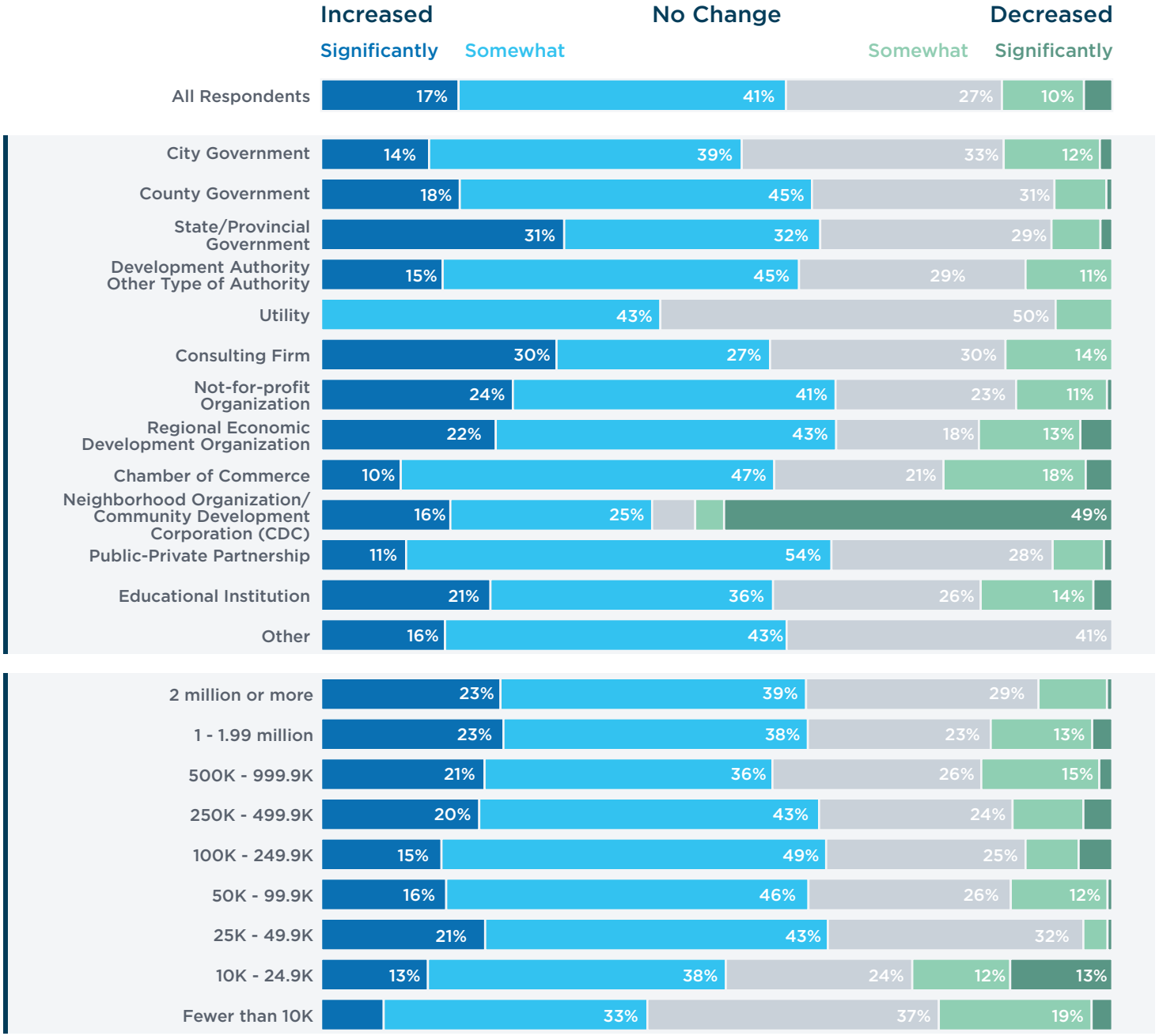
Today versus prior to the beginning of the COVID-19 crisis in March of 2020, how has your organization's workforce level changed?
What option best describes the organization you work for?
What is the population size of your organization's jurisdiction?




Workforce levels have become a major point of discussion since the onset of the pandemic. Within the various organization types, workforce levels at the state/provincial governments changed the most as 52% of the state/provincial government organizations increased their workforce capacity to some extent. The smaller the community size, the less change in workforce levels took place.

# LEVEL OF SERVICE OFFERED

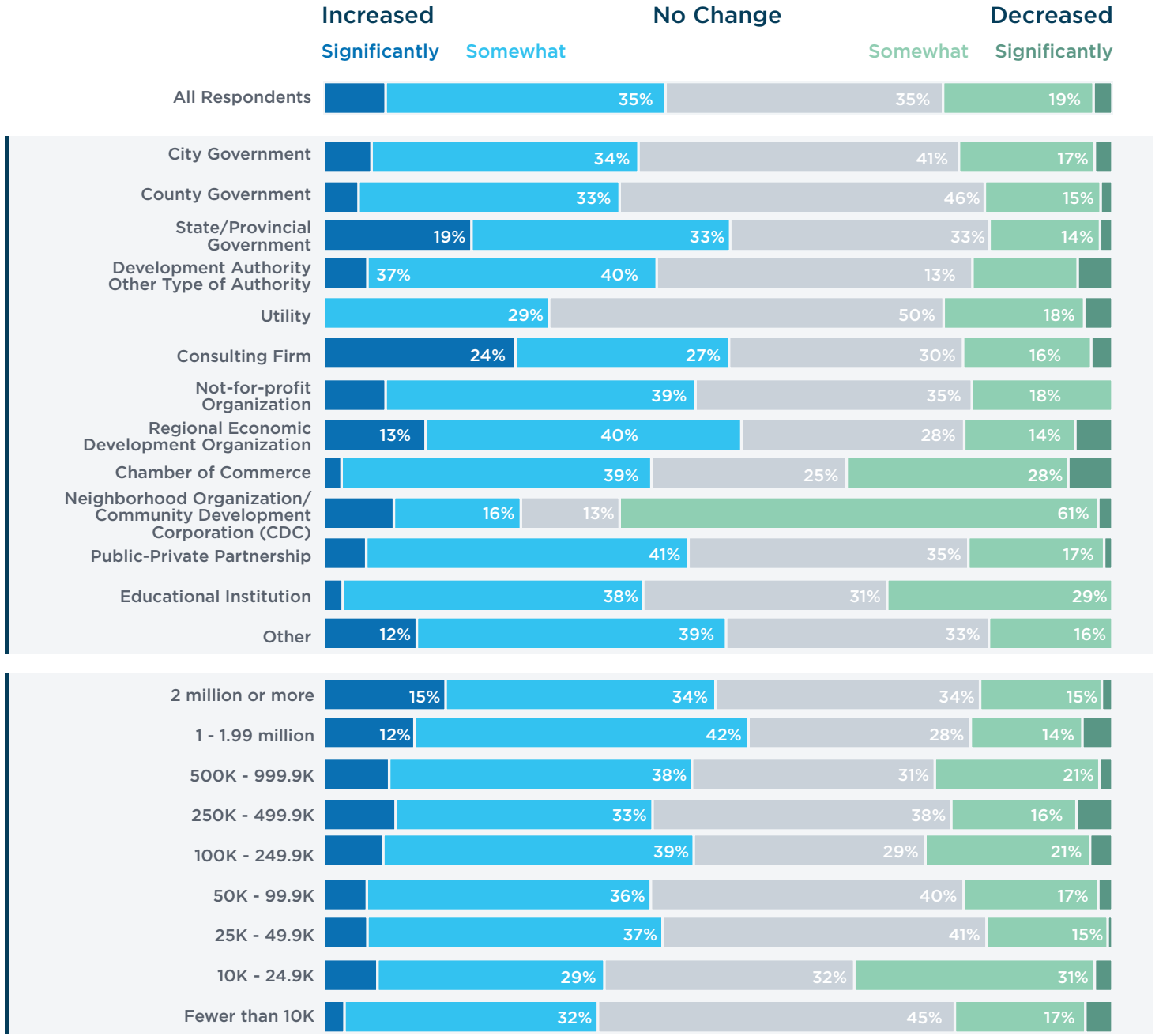
Today versus prior to the beginning of the COVID-19 crisis in March of 2020, how has your organization's level of service offerings changed?
What option best describes the organization you work for?
What is the population size of your organization's jurisdiction?




All organization types and community sizes saw at least a 50% increase in their levels of services offered.

# BUDGET

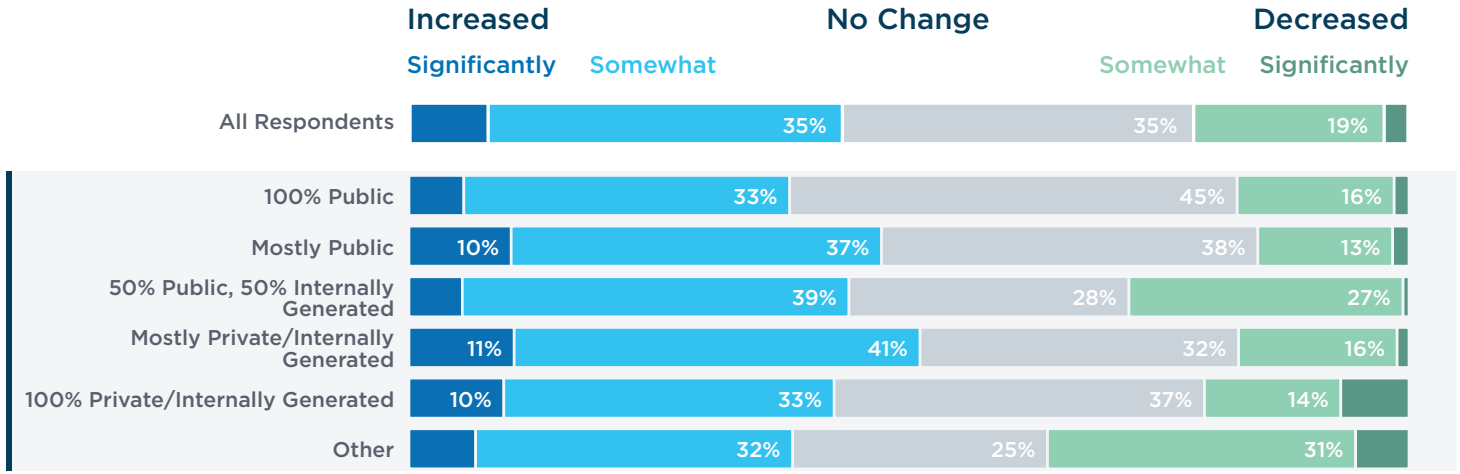
Today versus prior to the COVID-19 crisis beginning in March of 2020, how has your organization's budget changed?
What option best describes the organization you work for?
What is the population size of your organization's jurisdiction?




Almost all organization types and community sizes saw at least a 50% increase in their organization budget.

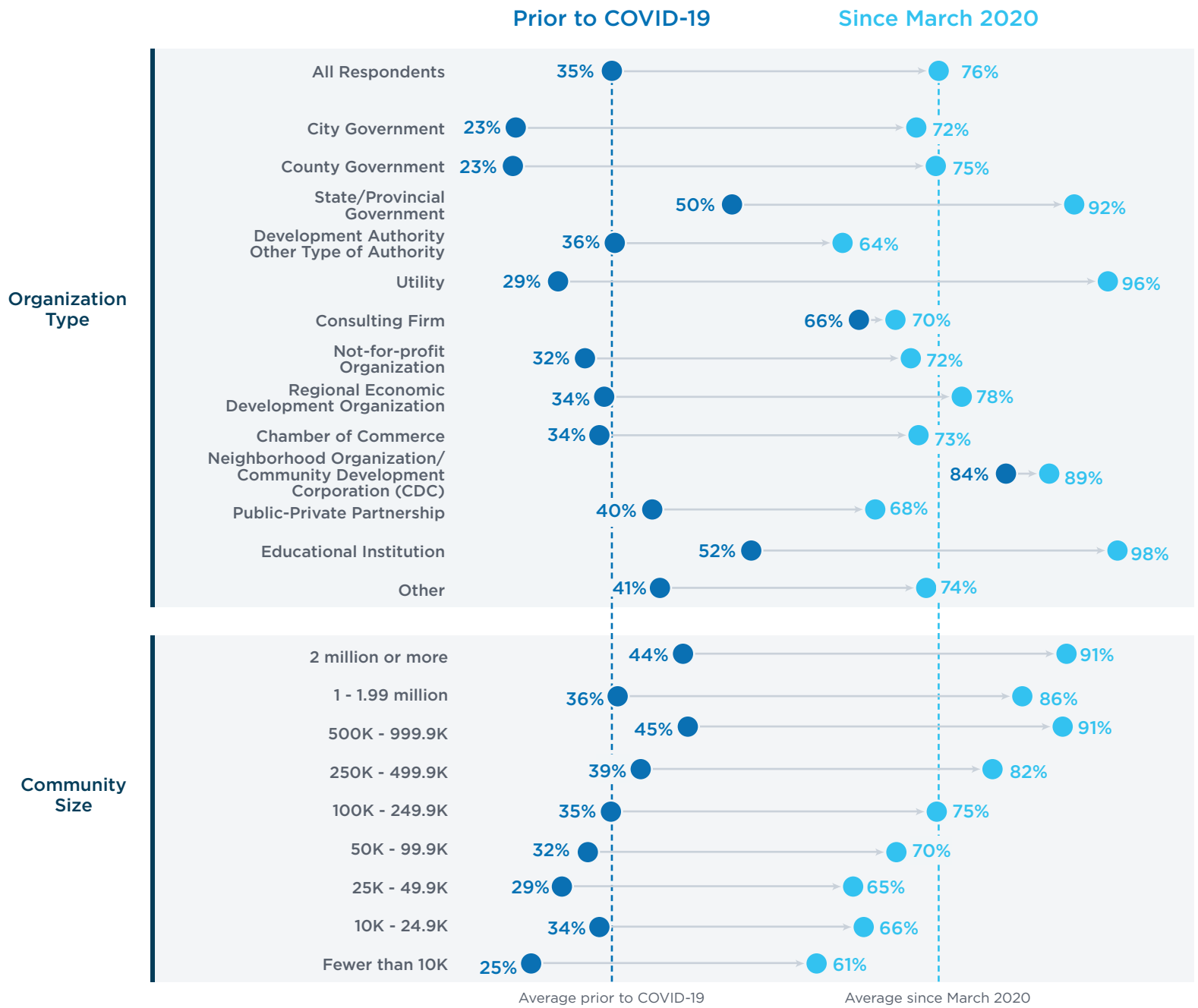
# BUDGET

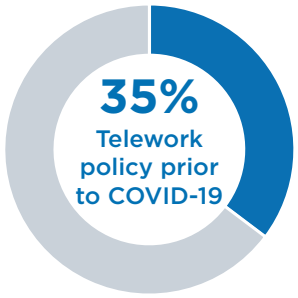
Today versus prior to the COVID-19 crisis beginning in March of 2020, how has your organization's budget changed?
By percent, where does your operating budget come from?

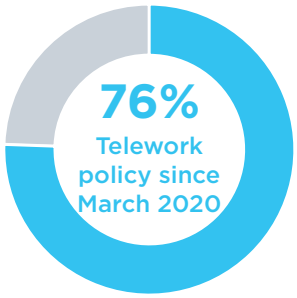


# TELEWORK POLICY

Did your organization implement a new telework policy allowing remote work since March of 2020?
What option best describes the organization you work for?
What is the population size of your organization's jurisdiction?




Covid-19 forced organizations to adapt their working conditions and offer remote work during the peaks of Covid-19. While many organizations have returned to the office, the popularity of remote has influenced employers to start offering new remote work policies. For all respondents, there was a 40 percent increase in new remote work policies due to Covid-19. For most organization types, there was at least a 20 percent increase in remote work policies. Consulting firms and neighborhood organizations were the only organizations with sub 20 percent, but they already had higher percentages of telework policies prior to Covid-19.

# KEY: LIST OF SURVEY QUESTIONS

| | |
|---|---|
| Q2 | What is your current employment status? |
| Q3 | What option best describes the organization you work for? |
| Q4 | What is the population size of your organization's jurisdiction? |
| Q5-8 | Where are you employed? |
| Q9 | Including yourself, about how many full-time employees work for your organization (including all locations)? |
| Q10 | Including yourself, about how many full-time employees work for your economic development-related department or operations? |
| Q11 | What is your organization's approximate current annual operating budget for its economic development-related department or operation? |
| Q12 | Approximately what percentage of your operating budget comes from public funds? |
| Q13 | Approximately what percentage of your operating budget comes from private funds? |
| Q14 | Approximately what percentage of your operating budget comes from internally generated funds, such as, but not limited to, fees for services? |
| Q15 | Approximately what percentage of your operating budget comes from sources other than public, private or internally generated funds? |
| Q16 | What option best describes your current position? |
| Q17 | How would you characterize the organizational level of this position? |
| Q18 | Which of these economic development activities do you manage or perform? select all that apply |
| Q19 | Is your current position full-time (35 hours or more per week)? |
| Q20 | Is your current position year-round? |
| Q21 | How many people do you currently directly or indirectly supervise (if any)? |
| Q22 | Approximately how many years of experience in the field of economic development do you have? |
| Q23 | ow many years have you been in your current position? |
| Q24 | For how many years were you in the economic development-related position you held prior to your current position? |
| Q25 | How would you characterize the organizational level of that prior position? |
| Q26 | What skills and/or qualifications does your current position require that your prior position did not? |
| Q27 | As of November 1, 2021, what was your annual base salary? |
| Q28-29 | Were you in this position one year ago and has your annual base salary changed since then (if at all)? |
| Q30 | What factors are considered when your organization reviews/adjusts base salary for this position? |
| Q31-32 | Were you eligible to receive cash compensation beyond base salary in the year prior to November 1, 2021? If so, what factors are considered when adjusting base salary for this position? |
| Q33 | How much cash compensation beyond your base salary did you receive in the year prior to November 1, 2021? |
| Q34-35 | Is your employment on a contract basis? If yes, what is the term of your current contract? |
| Q36 | What types of medical coverage does your employer currently offer? |
| Q37 | What retirement plans does your employer currently offer? |
| Q38 | Annually, how many days of non-holiday PTO do you qualify for? |
| Q39 | How many holidays does your organization observe (if any)? |
| Q40-41 | Does your employer offer a permanent remote/telework option, either full or part time? |
| Q42 | Which of these other benefits does your employer offer (whether you use them or not)? select all that apply |
| Q43 | What is the highest academic degree you have earned? |
| Q44 | What formal training in economic development have you had (if any)? select all that apply |
| Q45 | What professional certifications do you currently hold (if any)? select all that apply |
| Q46 | Are you currently a member of IEDC? |
| Q47 | What is your age? |
| Q48 | How do you gender identify? |
| Q49 | Are you of Hispanic, Latino/a/x, or of Spanish origin? (one or more categories may be selected) |
| Q50 | What race or races do you identify with? |
| Q52 | Today versus prior to the beginning of the COVID-19 crisis in March of 2020, how has your organization's workforce level changed? |
| Q53 | Today versus prior to the beginning of the COVID-19 crisis in March of 2020, how has your organization's level of service offerings changed? |
| Q54 | Today versus prior to the COVID-19 crisis beginning in March of 2020, how has your organization's budget changed? |
| Q55 | Did your organization have a telework policy allowing remote work prior to COVID-19? |
| Q56 | Did your organization implement a new telework policy allowing remote work since March of 2020? |

# TRENDED RESULTS INDEX


**001** Employment Status
**002** Type of Organization
**003** Polulation Served
**004** Employment Location
**005** Employees in Organization
**006** Employees in Economic Development
**007** Economic Development Budget
**008** Funding Sources: Public
**009** Funding Sources: Private
**010** Funding Sources: Internally Generated
**011** Funding Sources: Other
**012** Position
**013** Level of Position
**014** Activities Managed/Performed
**015** Full-Time Status
**016** Year-Round Status
**017** Number Supervised
**018** Years of Experience
**019** Tenure in Current Position
**020** Tenure in Prior Position
**021** Level of Prior Position
**022** Skills Now Required
**023** Annual Base Salary
**024** Change in Base Salary
**025** Salary Adjustment Factors
**026** Other Compensation Eligibility and Factors
**027** Total Compensation
**028** Employment Contract
**029** Medical Coverage
**030** Retirement Plan
**031** Weeks of Paid Time Off
**032** Number of Holidays
**033** Remote / Telework
**034** Other Benefits
**035** Academic Degrees
**036** Formal Training in Economic Development
**037** Professional Certifications
**038** IEDC Membership
**039** Age
**040** Gender Identity
**041** Hispanic, Latino/a/x, or Spanish Origin
**042** Race

## Table 001. Employment Status

Trended Results

Q2. What is your current employment status?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: all respondents** | 100% | 1969 | 100% | 2321 | 100% | 4103 | 100% | 3634 | 100% | 2762 |
| **employed or self-employed in an economic development-related position** | 93% | 1822 | 93% | 2157 | 90% | 3678 | 85% | 3075 | 94% | 2593 |
| **employed or self-employed in a position unrelated to economic development** | 56 | 113 | 6% | 140 | 8% | 328 | 13% | 471 | 4% | 111 |
| **retired** | 1% | 14 | 1% | 16 | 2% | 67 | 1% | 52 | 1% | 20 |
| **student** | 1% | 14 | 0% | 3 | 0% | 11 | 0% | 12 | 0% | 6 |
| **not currently employed** | 0% | 6 | 0% | 5 | 0% | 19 | 1% | 24 | 0% | 12 |
| **no answer** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 1% | 20 |

## Table 002. Type of Organization

Trended Results

Q3. What option best describes the type of organization you work for?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: industry professionals | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| public | 46% | 838 | 53% | 1141 | 48% | 1780 | 48% | 1484 | 50% | 1295 |
| city government | 23% | 425 | 30% | 639 | 27% | 981 | 24% | 725 | 26% | 684 |
| county government | 11% | 199 | 10% | 224 | 9% | 318 | 9% | 284 | 9% | 223 |
| state/provincial government | 5% | 94 | 7% | 153 | 8% | 276 | 9% | 264 | 7% | 193 |
| development authority/other type of authority | 7% | 120 | 6% | 125 | 6% | 205 | 7% | 211 | 8% | 195 |
| private | 5% | 87 | 4% | 97 | 6% | 222 | 8% | 244 | 6% | 162 |
| utility | 2% | 35 | 2% | 51 | 1% | 54 | 3% | 93 | 3% | 70 |
| consulting firm | 3% | 52 | 2% | 46 | 5% | 168 | 5% | 151 | 4% | 92 |
| non-profit | 35% | 646 | 28% | 598 | 30% | 1120 | 32% | 996 | 34% | 891 |
| not-for-profit organization | 11% | 209 | 12% | 250 | 14% | 501 | 0% | 0 | 0% | 0 |
| regional economic development organization | 14% | 246 | 11% | 239 | 10% | 372 | 24% | 744 | 26% | 687 |
| chamber of commerce | 7% | 122 | 4% | 91 | 6% | 208 | 7% | 207 | 6% | 157 |
| neighborhood organization/ community development corporation (CDC) | 4% | 69 | 1% | 18 | 1% | 39 | 1% | 45 | 2% | 47 |
| public-private partnership | 7% | 123 | 8% | 170 | 6% | 231 | 0% | 0 | 0% | 0 |
| educational institution | 3% | 51 | 3% | 57 | 4% | 140 | 5% | 144 | 4% | 92 |
| other | 4% | 77 | 4% | 91 | 5% | 181 | 7% | 201 | 5% | 137 |
| no answer | 0% | 0 | 0% | 3 | 0% | 4 | 0% | 6 | 1% | 16 |

## Table 003. Population Served

Trended Results

Q4. What is the population size of your organization's jurisdiction?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: industry professionals | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| 2 million or more | 12% | 222 | 14% | 309 | 17% | 615 | 19% | 584 | 11% | 293 |
| 1 - 1.99 million | 6% | 112 | 7% | 145 | 6% | 225 | 7% | 207 | 4% | 108 |
| 500,000 - 999,999 | 9% | 162 | 8% | 181 | 8% | 291 | 7% | 222 | 7% | 193 |
| 250,000 - 499,999 | 11% | 201 | 8% | 183 | 9% | 323 | 9% | 279 | 8% | 206 |
| 100,000 - 249,999 | 16% | 293 | 15% | 326 | 14% | 521 | 13% | 415 | 14% | 358 |
| 50,000 - 99,999 | 12% | 219 | 14% | 311 | 13% | 482 | 13% | 396 | 13% | 339 |
| 25,000 - 49,999 | 12% | 224 | 13% | 271 | 11% | 409 | 11% | 347 | 12% | 319 |
| 10,000 - 24,999 | 13% | 236 | 11% | 227 | 11% | 403 | 10% | 316 | 11% | 291 |
| fewer than 10,000 | 8% | 153 | 9% | 194 | 10% | 376 | 9% | 290 | 10% | 253 |
| mean (000): | | | | 529 | | 565 | | 613 | | 457 |
| standard error: | | | | 15 | | 12 | | 14 | | 14 |
| median: | | | | 132 | | 144 | | 165 | | 97 |
| not applicable - do not work for a public agency | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 6% | 158 |
| no answer | 0% | 0 | 0% | 10 | 1% | 33 | 1% | 19 | 3% | 75 |

## Table 004. Employment Location

Trended Results

Q5-Q8. Where are you employed?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: industry professionals** | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| **United States** | 94% | 1719 | 90% | 1948 | 87% | 3206 | 93% | 2853 | 85% | 2199 |
| **US Southeast** (AL, FL, GA, KY, MS, NC, SC, TN) | 20% | 340 | 21% | 405 | 19% | 610 | 20% | 558 | 23% | 514 |
| **US Southwest** (AR, LA, NM, OK, TX) | 15% | 261 | 14% | 274 | 14% | 439 | 14% | 412 | 14% | 305 |
| **US Midwest** (IL, IN, MI, MN, OH, WI) | 18% | 312 | 21% | 416 | 22% | 699 | 21% | 594 | 20% | 439 |
| **US Central** (CO, IA, KS, MO, MT, ND, NE, SD, UT, WY) | 15% | 254 | 13% | 259 | 15% | 484 | 14% | 397 | 15% | 337 |
| **US Northeast** (CT, DE, DC, ME, MD, MA, NH, NJ, NY, PA, RI, VT, VA, WV, PR, VI) | 17% | 289 | 17% | 324 | 17% | 548 | 19% | 528 | 15% | 338 |
| **US West** (AK, AZ, CA, HI, ID, NV, OR, WA, Pacific Territories) | 15% | 255 | 14% | 270 | 13% | 426 | 13% | 364 | 12% | 266 |
| **No Region** | 0% | 8 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| **Canada** | 5% | 94 | 9% | 195 | 11% | 397 | 6% | 188 | 8% | 197 |
| **Ontario** | 37% | 35 | 5% | 104 | 5% | 191 | 2% | 65 | 3% | 87 |
| **Alberta** | 24% | 23 | 2% | 44 | 2% | 79 | 2% | 55 | 2% | 58 |
| **British Columbia** | 22% | 21 | 1% | 16 | 2% | 78 | 1% | 37 | 1% | 31 |
| **Quebec** | 1% | 1 | 0% | 9 | 0% | 7 | 0% | 10 | 0% | 6 |
| **Northwest Territories** | 0% | 0 | 0% | 6 | 0% | 1 | 0% | 0 | 0% | 0 |
| **Saskatchewan** | 0% | 0 | 0% | 5 | 0% | 8 | 0% | 3 | 0% | 2 |
| **Manitoba** | 9% | 8 | 0% | 4 | 0% | 10 | 0% | 5 | 0% | 4 |
| **Yukon** | 0% | 0 | 0% | 3 | 0% | 3 | 0% | 1 | 0% | 0 |
| **New Brunswick** | 0% | 0 | 0% | 2 | 0% | 5 | 0% | 3 | 0% | 2 |
| **Newfoundland and Labrador** | 0% | 0 | 0% | 2 | 0% | 5 | 0% | 4 | 0% | 3 |
| **Nova Scotia** | 6% | 6 | 0% | 0 | 0% | 8 | 0% | 5 | 0% | 2 |
| **Nunavut** | 0% | 0 | 0% | 0 | 0% | 1 | 0% | 0 | 0% | 0 |
| **Prince Edward Island** | 0% | 0 | 0% | 0 | 0% | 1 | 0% | 0 | 0% | 2 |
| **Other Countries** | 0% | 9 | 1% | 14 | 2% | 60 | 0% | 14 | 1% | 23 |
| **no answer** | 0% | 0 | 0% | 0 | 0% | 15 | 1% | 20 | 7% | 174 |

## Table 005. Employees in Organization

**Trended Results**

Q9. Including yourself, about how many full-time employees work for your organization (including all locations)?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: industry professionals** | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| **1,000 or more** | 12% | 215 | 13% | 272 | 11% | 421 | 12% | 356 | 10% | 255 |
| **500 - 999** | 9% | 171 | 6% | 120 | 6% | 208 | 4% | 137 | 5% | 129 |
| **250 - 499** | 10% | 179 | 10% | 209 | 7% | 268 | 7% | 222 | 7% | 186 |
| **100 - 249** | 11% | 204 | 11% | 232 | 9% | 345 | 10% | 312 | 10% | 251 |
| **50 - 99** | 6% | 118 | 8% | 163 | 8% | 309 | 8% | 242 | 8% | 195 |
| **25 - 49** | 6% | 114 | 8% | 165 | 8% | 283 | 7% | 229 | 8% | 200 |
| **10 - 24** | 13% | 237 | 12% | 258 | 13% | 492 | 13% | 390 | 12% | 302 |
| **5 - 9** | 10% | 185 | 12% | 260 | 11% | 398 | 12% | 365 | 12% | 311 |
| **2 - 4** | 16% | 287 | 15% | 329 | 18% | 654 | 18% | 552 | 19% | 505 |
| **1** | 6% | 112 | 5% | 117 | 8% | 282 | 8% | 261 | 9% | 235 |
| **mean:** | | | | 238 | | 214 | | 207 | | 193 |
| **standard error:** | | | | 8 | | 6 | | 6 | | 6 |
| **median:** | | | | 39 | | 25 | | 23 | | 21 |
| **no answer** | 0% | 0 | 1% | 32 | 0% | 18 | 0% | 9 | 1% | 24 |

## Table 006. Employees in Economic Development

**Trended Results**

Q10. Including yourself, about how many full-time employees work for your economic development-related department or operations?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: industry professionals** | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| **100 or more** | 4% | 76 | 5% | 98 | 4% | 163 | 5% | 156 | 3% | 85 |
| **50 - 99** | 6% | 109 | 4% | 79 | 4% | 134 | 3% | 105 | 4% | 93 |
| **25 - 49** | 6% | 110 | 5% | 110 | 4% | 162 | 5% | 146 | 4% | 109 |
| **10 - 24** | 13% | 244 | 11% | 240 | 12% | 446 | 12% | 377 | 11% | 287 |
| **5 - 9** | 18% | 319 | 18% | 378 | 17% | 633 | 17% | 523 | 17% | 440 |
| **3 - 4** | 21% | 380 | 20% | 431 | 21% | 772 | 19% | 575 | 18% | 472 |
| **2** | 15% | 269 | 18% | 383 | 17% | 622 | 19% | 584 | 20% | 507 |
| **1** | 16% | 284 | 17% | 367 | 19% | 705 | 18% | 567 | 21% | 552 |
| **no full-time employees** | 2% | 31 | 2% | 35 | 0% | 0 | 0% | 0 | 0% | 0 |
| **mean:** | | | | 13.7 | | 13.5 | | 14.1 | | 12 |
| **standard error:** | | | | 0.5 | | 0.4 | | 0.5 | | 0.4 |
| **median:** | | | | 4 | | 4 | | 4 | | 3 |
| **no answer** | 0% | 0 | 2% | 36 | 1% | 41 | 1% | 42 | 2% | 48 |

## Table 007. Economic Development Budget

Trended Results

Q11. What is your organization's approximate current annual operating budget for its economic development-related department or operation?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: industry professionals** | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| **$10 million or more** | 7% | 119 | 8% | 172 | 7% | 252 | 7% | 224 | 5% | 137 |
| **$5 - $9.99 million** | 6% | 104 | 5% | 116 | 5% | 170 | 4% | 128 | 4% | 99 |
| **$2.5 - $4.99 million** | 12% | 217 | 10% | 218 | 8% | 290 | 9% | 269 | 7% | 175 |
| **$1 - $2.49 million** | 17% | 305 | 15% | 327 | 15% | 541 | 15% | 452 | 14% | 370 |
| **$750,000 - $999,999** | 8% | 149 | 8% | 166 | 6% | 227 | 6% | 179 | 6% | 152 |
| **$500,000 - $749,999** | 10% | 183 | 9% | 203 | 9% | 339 | 9% | 262 | 9% | 244 |
| **$250,000 - $499,999** | 15% | 274 | 16% | 347 | 16% | 600 | 16% | 489 | 17% | 430 |
| **$100,000 - $249,999** | 17% | 308 | 15% | 322 | 16% | 605 | 17% | 526 | 20% | 515 |
| **$50,000 - $99,999** | 5% | 92 | 6% | 134 | 7% | 247 | 7% | 217 | 7% | 192 |
| **less than $50,000** | 4% | 71 | 4% | 92 | 8% | 298 | 8% | 238 | 7% | 170 |
| **mean ($000):** | | | | 2,120 | | 1,850 | | 1,880 | | 1,600 |
| **standard error:** | | | | 65 | | 47 | | 52 | | 52 |
| **median:** | | | | 689 | | 525 | | 521 | | 462 |
| **no answer** | 0% | 0 | 3% | 60 | 3% | 109 | 3% | 91 | 4% | 109 |

## Table 008. Funding Sources: Public

Trended Results

Q12. Approximately what percentage of your operating budget comes from public funds?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: industry professionals** | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| **100%** | 23% | 418 | 36% | 780 | 34% | 1256 | 31% | 944 | 35% | 918 |
| **75% - 99%** | 21% | 379 | 17% | 365 | 19% | 690 | 19% | 575 | 18% | 455 |
| **50% - 74%** | 12% | 222 | 12% | 256 | 12% | 433 | 13% | 409 | 14% | 355 |
| **25% - 49%** | 16% | 299 | 9% | 198 | 10% | 356 | 10% | 318 | 9% | 245 |
| **1% - 24%** | 12% | 214 | 8% | 169 | 7% | 258 | 7% | 225 | 6% | 168 |
| **none** | 7% | 120 | 9% | 194 | 11% | 415 | 13% | 408 | 10% | 251 |
| **mean:** | | 61.4% | | 68.5% | | 66.4% | | 63.2% | | 68.0% |
| **standard error:** | | 0.9% | | 0.8% | | 0.6% | | 0.7% | | 0.7% |
| **median:** | | 70% | | 90% | | 82% | | 75% | | 85% |
| **no answer** | 9% | 170 | 9% | 195 | 7% | 270 | 6% | 196 | 8% | 201 |

## Table 009. Funding Sources: Private

Trended Results

Q13. Approximately what percentage of your operating budget comes from private funds?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: industry professionals** | **100%** | 1822 | **100%** | 2157 | **100%** | 3678 | **100%** | 3075 | **100%** | 2593 |
| **100%** | **1%** | 24 | **3%** | 60 | **3%** | 109 | **4%** | 110 | **3%** | 70 |
| **75% - 99%** | **4%** | 68 | **4%** | 97 | **4%** | 161 | **5%** | 142 | **4%** | 114 |
| **50% - 74%** | **9%** | 161 | **8%** | 175 | **8%** | 298 | **9%** | 270 | **9%** | 223 |
| **25% - 49%** | **17%** | 316 | **10%** | 221 | **10%** | 357 | **11%** | 329 | **10%** | 266 |
| **1% - 24%** | **21%** | 381 | **10%** | 223 | **12%** | 458 | **13%** | 411 | **13%** | 328 |
| **none** | **39%** | 702 | **55%** | 1186 | **55%** | 2025 | **53%** | 1617 | **54%** | 1391 |
| **mean:** | | 19.7% | | 17.6% | | 17.3% | | 18.9% | | 17.5% |
| **standard error:** | | 0.6% | | 0.6% | | 0.5% | | 0.5% | | 0.6% |
| **median:** | | 9% | | 0% | | 0% | | 0% | | 0% |
| **no answer** | **9%** | 170 | **9%** | 195 | **7%** | 270 | **6%** | 196 | **8%** | 201 |

## Table 010. Funding Sources: Internally Generated

Trended Results

Q14. Approximately what percentage of your operating budget comes from internally generated funds, such as, but not limited to, fees for services?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: industry professionals** | **100%** | 1822 | **100%** | 2157 | **100%** | 3678 | **100%** | 3075 | **100%** | 2593 |
| **100%** | **2%** | 35 | **4%** | 83 | **5%** | 191 | **6%** | 179 | **4%** | 110 |
| **75% - 99%** | **2%** | 36 | **2%** | 44 | **2%** | 84 | **3%** | 98 | **2%** | 59 |
| **50% - 74%** | **4%** | 66 | **3%** | 66 | **4%** | 132 | **4%** | 115 | **3%** | 81 |
| **25% - 49%** | **10%** | 189 | **4%** | 94 | **5%** | 187 | **5%** | 155 | **4%** | 114 |
| **1% - 24%** | **29%** | 531 | **16%** | 354 | **18%** | 646 | **17%** | 526 | **15%** | 396 |
| **none** | **44%** | 795 | **61%** | 1321 | **59%** | 2168 | **59%** | 1806 | **63%** | 1632 |
| **mean:** | | 13.2% | | 11.2% | | 13.4% | | 14.9% | | 11.7% |
| **standard error:** | | 0.5% | | 0.6% | | 0.5% | | 0.5% | | 0.5% |
| **median:** | | 1% | | 0% | | 0% | | 0% | | 0% |
| **no answer** | **9%** | 170 | **9%** | 195 | **7%** | 270 | **6%** | 196 | **8%** | 201 |

## Table 011. Funding Sources: Other

Trended Results

Q15. Approximately what percentage of your operating budget comes from sources other than public, private or internally generated funds?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: industry professionals** | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| **100%** | 0% | 4 | 1% | 21 | 1% | 35 | 1% | 37 | 1% | 24 |
| **75% - 99%** | 0% | 6 | 0% | 7 | 0% | 16 | 0% | 7 | 0% | 6 |
| **50% - 74%** | 1% | 19 | 0% | 10 | 1% | 22 | 1% | 21 | 1% | 20 |
| **25% - 49%** | 6% | 118 | 1% | 21 | 2% | 63 | 1% | 38 | 1% | 37 |
| **1% - 24%** | 18% | 325 | 8% | 181 | 7% | 256 | 8% | 233 | 7% | 170 |
| **none** | 65% | 1180 | 80% | 1722 | 82% | 3016 | 83% | 2543 | 82% | 2135 |
| **mean:** | | 5.5% | | 2.7% | | 3.0% | | 3.0% | | 2.7% |
| **standard error:** | | 0.3% | | 0.3% | | 0.2% | | 0.3% | | 0.3% |
| **median:** | | 0% | | 0% | | 0% | | 0% | | 0% |
| **no answer** | 9% | 170 | 9% | 195 | 7% | 270 | 6% | 196 | 8% | 201 |

## Table 012. Position

**Trended Results**

Q16. What option best describes your current position?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: industry professionals | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| CEO/executive director/top level | 28% | 514 | 34% | 740 | 37% | 1366 | 36% | 1113 | 36% | 932 |
| vice president/division manager | 11% | 196 | 11% | 240 | 10% | 361 | 10% | 298 | 11% | 283 |
| CFO/comptroller | 1% | 23 | 1% | 20 | 1% | 24 | 1% | 29 | 1% | 17 |
| deputy/assistant director | 5% | 94 | 4% | 85 | 3% | 118 | 4% | 115 | 4% | 105 |
| department head/manager | 17% | 316 | 21% | 451 | 18% | 654 | 17% | 532 | 20% | 511 |
| research director/manager | 3% | 46 | 2% | 47 | 2% | 83 | 2% | 59 | 1% | 38 |
| business recruitment manager | 5% | 85 | 4% | 86 | 3% | 118 | 4% | 109 | 4% | 103 |
| business retention manager | 3% | 56 | 3% | 66 | 3% | 106 | 4% | 113 | 3% | 88 |
| marketing manager | 2% | 36 | 3% | 54 | 3% | 101 | 3% | 84 | 2% | 63 |
| loan officer | 0% | 8 | 1% | 18 | 0% | 18 | 1% | 32 | 1% | 13 |
| specialist/field position | 5% | 100 | 6% | 135 | 7% | 245 | 6% | 182 | 6% | 150 |
| policy/legislative affairs | 0% | 8 | 1% | 11 | 1% | 28 | 1% | 20 | 1% | 13 |
| entry-level economic development staff | 2% | 43 | 2% | 53 | 3% | 94 | 2% | 64 | 2% | 54 |
| administrative/support staff | 1% | 21 | 2% | 35 | 2% | 75 | 3% | 83 | 2% | 42 |
| consultant | 1% | 27 | 1% | 21 | 2% | 74 | 2% | 57 | 2% | 48 |
| other | 5% | 94 | 4% | 92 | 6% | 204 | 6% | 173 | 4% | 104 |
| no answer | 9% | 155 | 0% | 3 | 0% | 9 | 0% | 12 | 1% | 29 |

## Table 013. Level of Position

Trended Results

Q17. How would you characterize the organizational level of this position?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: industry professionals | 100% | 1822 | 100% | 2157 | | | | | | |
| top management (C-suite) | 26% | 471 | 30% | 643 | | | | | | |
| senior management | 28% | 506 | 30% | 651 | | | | | | |
| middle management | 14% | 249 | 16% | 346 | | | | | | |
| first-level supervision or management | 7% | 124 | 6% | 133 | | | | | | |
| intermediate (experienced) | 14% | 255 | 15% | 313 | | | | | | |
| entry-level | 2% | 31 | 1% | 30 | | | | | | |
| technical contributor | 1% | 14 | 1% | 18 | | | | | | |
| other | 1% | 17 | 1% | 16 | | | | | | |
| no answer | 9% | 155 | 0% | 7 | | | | | | |

## Table 014. Activities Managed/Performed

Trended Results

Q18. Which of these economic development activities do you manage or perform? Select all that apply

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: industry professionals (multiple answers) | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| business retention and expansion | 67% | 1217 | 79% | 1711 | 72% | 2663 | 73% | 2243 | 75% | 1933 |
| marketing/business recruitment | 70% | 1277 | 74% | 1601 | 66% | 2416 | 66% | 2034 | 76% | 1965 |
| marketing | 57% | 1039 | | | | | | | | |
| business recruitment | 60% | 1090 | | | | | | | | |
| research/analysis | 47% | 856 | 61% | 1319 | 53% | 1954 | 54% | 1675 | 50% | 1290 |
| workforce development | 48% | 875 | 56% | 1213 | 48% | 1783 | 44% | 1360 | 41% | 1076 |
| property development/redevelopment | 43% | 776 | 56% | 1207 | 47% | 1713 | 47% | 1431 | 49% | 1272 |
| small business start-ups and support/entrepreneurial activities | 58% | 1055 | 54% | 1173 | 51% | 1883 | 51% | 1582 | 60% | 1551 |
| small business support | 52% | 954 | | | | | | | | |
| entrepreneurial support | 48% | 878 | | | | | | | | |
| neighborhood/community development | 42% | 763 | 53% | 1136 | 47% | 1728 | 44% | 1352 | 44% | 1149 |
| grant writing | 36% | 654 | 44% | 949 | 38% | 1381 | 37% | 1138 | 39% | 999 |
| downtown development | 36% | 652 | 44% | 943 | 39% | 1419 | 38% | 1157 | 38% | 977 |
| provide loans and grants | 33% | 599 | 37% | 801 | 31% | 1144 | 33% | 1000 | 35% | 910 |
| technology economic development | 22% | 400 | 32% | 695 | 29% | 1064 | 29% | 900 | 28% | 724 |
| tourism development or promotion | 25% | 447 | 32% | 692 | 29% | 1079 | 27% | 844 | 0% | 0 |
| foreign direct investment (FDI) attraction | 24% | 436 | 28% | 614 | 23% | 840 | 22% | 683 | 21% | 544 |
| export/import assistance | 12% | 210 | 21% | 453 | 19% | 690 | 21% | 645 | 19% | 497 |
| government procurement | 15% | 271 | 17% | 374 | 13% | 477 | 15% | 456 | 14% | 362 |
| grant administration | 37% | 669 | | | | | | | | |
| diversity and inclusion | 27% | 488 | | | | | | | | |
| other | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 10% | 248 |
| indicated at least one | 91% | 1667 | 98% | 2119 | 97% | 3572 | 98% | 3006 | 99% | 2567 |
| none of these | 0% | 0 | 2% | 38 | 3% | 100 | 2% | 61 | 0% | 0 |
| no answer | 9% | 155 | 0% | 0 | 0% | 6 | 0% | 8 | 1% | 26 |

## Table 015. Full-Time Status

Trended Results

Q19. Is your current position full-time (35 hours or more per week)?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: industry professionals** | **100%** | 1822 | **100%** | 2157 | **100%** | 3678 | **100%** | 3075 | **100%** | 2593 |
| **yes** | **89%** | 1629 | **98%** | 2120 | **96%** | 3527 | **96%** | 2949 | **96%** | 2488 |
| **no** | **2%** | 35 | **2%** | 37 | **4%** | 140 | **3%** | 101 | **3%** | 74 |
| **no answer** | **9%** | 158 | **0%** | 0 | **0%** | 11 | **1%** | 25 | **1%** | 31 |

## Table 016. Year-Round Status

Trended Results

Q20. Is your current position year-round?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: industry professionals** | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| **yes** | 91% | 1655 | 100% | 2154 | 99% | 3633 | 98% | 3022 | 98% | 2550 |
| **no** | 0% | 8 | 0% | 3 | 0% | 16 | 0% | 14 | 0% | 8 |
| **no answer** | 9% | 159 | 0% | 0 | 1% | 29 | 1% | 39 | 1% | 35 |

## Table 017. Number Supervised

Trended Results

Q21. How many people do you currently directly or indirectly supervise (if any)?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: industry professionals** | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| **50 or more** | 3% | 46 | 2% | 36 | 3% | 116 | 3% | 96 | 2% | 43 |
| **25 - 49** | 6% | 114 | 2% | 42 | 3% | 96 | 3% | 79 | 2% | 56 |
| **10 - 24** | 8% | 151 | 8% | 172 | 8% | 295 | 8% | 249 | 8% | 198 |
| **5 - 9** | 11% | 197 | 14% | 292 | 13% | 479 | 13% | 408 | 13% | 332 |
| **3 - 4** | 13% | 245 | 14% | 309 | 15% | 557 | 15% | 446 | 13% | 348 |
| **2** | 10% | 179 | 11% | 228 | 12% | 436 | 11% | 342 | 14% | 355 |
| **1** | 13% | 238 | 19% | 412 | 15% | 540 | 16% | 490 | 18% | 464 |
| **none** | 25% | 464 | 30% | 657 | 31% | 1152 | 31% | 957 | 31% | 791 |
| **mean:** | | 6.8 | | 4.4 | | 5.9 | | 5.9 | | 4.9 |
| **standard error:** | | 0.3 | | 0.2 | | 0.2 | | 0.2 | | 0.2 |
| **median:** | | 2 | | 2 | | 2 | | 2 | | 2 |
| **no answer** | 10% | 188 | 0% | 9 | 0% | 7 | 0% | 8 | 0% | 6 |

## Table 018. Years of Experience

Trended Results

Q22. Approximately how many years of experience in the field of economic development do you have?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: industry professionals | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| 30 years or more | 10% | 182 | 9% | 198 | 10% | 371 | 10% | 304 | 8% | 220 |
| 25 - 29 years | 7% | 131 | 7% | 159 | 8% | 290 | 8% | 246 | 8% | 215 |
| 20 - 24 years | 10% | 174 | 11% | 241 | 11% | 387 | 10% | 321 | 10% | 265 |
| 15 - 19 years | 12% | 226 | 13% | 273 | 14% | 533 | 13% | 411 | 12% | 324 |
| 10 - 14 years | 15% | 267 | 18% | 386 | 17% | 610 | 17% | 536 | 18% | 463 |
| 5 - 9 years | 21% | 385 | 20% | 435 | 20% | 732 | 21% | 635 | 23% | 604 |
| 3 - 4 years | 8% | 145 | 11% | 239 | 11% | 405 | 10% | 303 | 9% | 228 |
| 1 - 2 years | 6% | 114 | 7% | 152 | 7% | 266 | 7% | 230 | 7% | 185 |
| less than 1 year | 1% | 10 | 1% | 22 | 2% | 70 | 2% | 69 | 3% | 83 |
| mean: | | 14.4 | | 13.7 | | 14.3 | | 14.2 | | 13.8 |
| standard error: | | 0.3 | | 0.2 | | 0.2 | | 0.2 | | 0.2 |
| median: | | 12 | | 11 | | 13 | | 13 | | 13 |
| no answer | 10% | 188 | 2% | 52 | 0% | 14 | 1% | 20 | 0% | 6 |

## Table 019. Tenure in Current Position

Trended Results

Q23. How many years have you been in your current position?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: industry professionals | 100% | 1822 | 100% | 2157 | 100% | 3678 | 100% | 3075 | 100% | 2593 |
| 30 years or more | 3% | 49 | 1% | 15 | 2% | 56 | 1% | 38 | 1% | 17 |
| 25 - 29 years | 1% | 20 | 1% | 21 | 2% | 70 | 2% | 61 | 2% | 42 |
| 20 - 24 years | 2% | 41 | 2% | 48 | 2% | 90 | 4% | 109 | 3% | 83 |
| 15 - 19 years | 4% | 71 | 5% | 105 | 6% | 230 | 6% | 177 | 4% | 115 |
| 10 - 14 years | 8% | 145 | 10% | 208 | 12% | 435 | 13% | 393 | 12% | 301 |
| 5 - 9 years | 23% | 427 | 22% | 469 | 22% | 824 | 24% | 741 | 28% | 724 |
| 3 - 4 years | 18% | 326 | 23% | 486 | 22% | 813 | 19% | 588 | 18% | 463 |
| 1 - 2 years | 28% | 509 | 25% | 549 | 23% | 848 | 21% | 632 | 21% | 533 |
| less than 1 year | 3% | 46 | 6% | 140 | 8% | 302 | 11% | 323 | 12% | 301 |
| mean: | | 6.6 | | 5.8 | | 7.2 | | 7.4 | | 6.9 |
| standard error: | | 0.2 | | 0.1 | | 0.1 | | 0.1 | | 0.1 |
| median: | | 4 | | 4 | | 4 | | 4 | | 4 |
| no answer | 10% | 188 | 5% | 116 | 0% | 10 | 0% | 13 | 1% | 14 |

## Table 020. Tenure in Prior Position

Trended Results

Q24. For how many years were you in the economic development-related position you held prior to your current position?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: industry professionals | 100% | 1822 | 100% | 1399 | | | | | | |
| 40 years or more | 1% | 22 | 1% | 7 | | | | | | |
| 30 - 39 years | 2% | 38 | 2% | 26 | | | | | | |
| 20 - 29 years | 6% | 102 | 9% | 130 | | | | | | |
| 15 - 19 years | 5% | 91 | 9% | 125 | | | | | | |
| 10 - 14 years | 10% | 190 | 19% | 266 | | | | | | |
| 5 - 9 years | 23% | 418 | 26% | 357 | | | | | | |
| 3 - 4 years | 13% | 239 | 17% | 238 | | | | | | |
| 0 - 2 years | 26% | 481 | 15% | 205 | | | | | | |
| mean: | | 7.7 | | 9.5 | | | | | | |
| standard error: | | 0.2 | | 0.2 | | | | | | |
| median: | | 5 | | 7 | | | | | | |
| no answer | 13% | 241 | 3% | 45 | | | | | | |

## Table 021. Level of Prior Position

Trended Results

Q25. How would you characterize the organizational level of that prior position?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: industry professionals | 100% | 1822 | 100% | 1399 | | | | | | |
| top management (C-suite) | 12% | 227 | 19% | 269 | | | | | | |
| senior management | 18% | 328 | 25% | 354 | | | | | | |
| middle management | 18% | 332 | 19% | 269 | | | | | | |
| first-level supervision or management | 8% | 137 | 6% | 89 | | | | | | |
| intermediate (experienced) | 15% | 268 | 18% | 257 | | | | | | |
| entry-level | 9% | 168 | 9% | 132 | | | | | | |
| technical contributor | 1% | 19 | 1% | 8 | | | | | | |
| other | 5% | 95 | 1% | 15 | | | | | | |
| no answer | 14% | 248 | 0% | 6 | | | | | | |

## Table 022. Skills Now Required

Trended Results

Q26. What skills and/or qualifications does your current position require that your prior position did not?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: industry professionals (multiple answers) | 100% | 1822 | 100% | 1399 | | | | | | |
| supervisory | 35% | 641 | 36% | 498 | | | | | | |
| budgeting | 39% | 708 | 38% | 537 | | | | | | |
| strategic planning | 45% | 820 | 41% | 580 | | | | | | |
| human resources | 24% | 444 | 22% | 306 | | | | | | |
| technology/software | 19% | 350 | 12% | 167 | | | | | | |
| certification | 17% | 315 | 13% | 182 | | | | | | |
| advanced degree | 18% | 336 | 14% | 189 | | | | | | |
| other | 5% | 90 | 8% | 109 | | | | | | |
| indicated at least one | 68% | 1232 | 63% | 888 | | | | | | |
| none of these | 19% | 339 | 34% | 475 | | | | | | |
| no answer | 14% | 251 | 3% | 36 | | | | | | |

## Table 023. Annual Base Salary

Trended Results

Q27. As of November 1, 2021, what was your annual base salary?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: full-time/year-round industry professionals | 100% | 1619 | 100% | 2119 | 100% | 3493 | 100% | 2905 | 100% | 2455 |
| $150,000 or more | 13% | 213 | 11% | 224 | 9% | 305 | 9% | 273 | 7% | 165 |
| $125,000 - $149,999 | 9% | 145 | 9% | 186 | 7% | 254 | 7% | 196 | 6% | 149 |
| $100,000 - $124,999 | 16% | 267 | 17% | 354 | 15% | 525 | 14% | 406 | 13% | 318 |
| $75,000 - $99,999 | 25% | 402 | 27% | 575 | 25% | 857 | 25% | 727 | 27% | 654 |
| $60,000 - $74,999 | 17% | 273 | 17% | 359 | 18% | 617 | 17% | 494 | 19% | 477 |
| $50,000 - $59,999 | 9% | 141 | 11% | 229 | 11% | 378 | 10% | 294 | 11% | 260 |
| $40,000 - $49,999 | 4% | 70 | 6% | 137 | 7% | 240 | 8% | 233 | 10% | 234 |
| $30,000 - $39,999 | 1% | 24 | 2% | 48 | 4% | 138 | 4% | 111 | 4% | 109 |
| less than $30,000 | 1% | 21 | 0% | 7 | 1% | 31 | 1% | 27 | 1% | 28 |
| mean ($000): | | 101.9 | | 94.5 | | 90.1 | | 90.1 | | 84.9 |
| standard error: | | 1.8 | | 1.0 | | 0.8 | | 0.9 | | 0.9 |
| standard deviation: | | 69.7 | | 45.1 | | 45.7 | | 47.6 | | 43.1 |
| 10th percentile | | 52.0 | | 50.0 | | 46.3 | | 45.0 | | 44.0 |
| 25th percentile | | 65.0 | | 64.7 | | 60.0 | | 60.0 | | 58.0 |
| 50th percentile | | 88.0 | | 85.0 | | 80.0 | | 80.0 | | 75.9 |
| 75th percentile | | 120.0 | | 115.0 | | 108.0 | | 107.4 | | 100.0 |
| 90th percentile | | 154.0 | | 150.0 | | 145.0 | | 149.0 | | 132.0 |
| n: | | 1556 | | 2119.0 | | 3345.0 | | 2761.0 | | 2394.0 |
| no answer | 4% | 63 | 0% | 0 | 4% | 148 | 5% | 144 | 2% | 61 |

## Table 024. Change in Base Salary

Trended Results

Q28-29. Were you in this position one year ago and has your annual base salary changed since then (if at all)?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: full-time/year-round industry professionals | 100% | 1619 | 100% | 2119 | 100% | 3493 | 100% | 2905 | 100% | 2455 |
| increased | 63% | 1023 | 70% | 1486 | 60% | 2091 | 56% | 1632 | 52% | 1283 |
| by 20% or more | 5% | 79 | 2% | 52 | 2% | 65 | 2% | 50 | 1% | 33 |
| by 10% - 19% | 10% | 162 | 5% | 113 | 6% | 199 | 4% | 105 | 5% | 112 |
| by 1% to 9% | 48% | 782 | 62% | 1321 | 51% | 1784 | 49% | 1426 | 45% | 1113 |
| % not specified | 0% | 0 | 0% | 0 | 1% | 43 | 2% | 51 | 1% | 25 |
| no change | 26% | 420 | 20% | 424 | 26% | 916 | 28% | 812 | 32% | 796 |
| decreased | 6% | 101 | 1% | 24 | 1% | 26 | 1% | 35 | 2% | 56 |
| by 1% to 9% | 5% | 81 | 1% | 21 | 0% | 7 | 0% | 10 | 1% | 21 |
| by 10% or more | 1% | 20 | 0% | 3 | 1% | 19 | 1% | 22 | 1% | 31 |
| % not specified | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 3 | 0% | 4 |
| mean (% change): | | | | 3.4% | | 3.0% | | 2.7% | | 2.5% |
| standard error: | | | | 0.1% | | 0.1% | | 0.1% | | 0.1% |
| median: | | | | 3% | | 2% | | 2% | | 2% |
| not in this position a year ago | | | 7% | 152 | 8% | 288 | 10% | 305 | 11% | 275 |
| no answer | 5% | 75 | 2% | 33 | 5% | 172 | 4% | 121 | 2% | 45 |

## Table 025. Salary Adjustment Factors

Trended Results

Q30. What factors are considered when your organization reviews/adjusts base salary for this position?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 1619 | 100% | 2119 | 100% | 3493 | 100% | 2905 | 100% | 2455 |
| city/state/provincial government determines the amount | 28% | 455 | 33% | 693 | 26% | 925 | 28% | 822 | 16% | 403 |
| cost of living | 43% | 701 | 43% | 910 | 39% | 1355 | 38% | 1101 | 25% | 618 |
| discretionary | 22% | 355 | 22% | 457 | 17% | 582 | 20% | 571 | 12% | 306 |
| performance: organization | 41% | 663 | 43% | 901 | 38% | 1339 | 35% | 1017 | 31% | 753 |
| performance: department | 22% | 353 | 24% | 507 | 17% | 588 | 24% | 699 | 15% | 363 |
| performance: personal | 47% | 767 | 48% | 1012 | 38% | 1316 | 43% | 1255 | 49% | 1205 |
| profit/funds/budget considerations | 34% | 552 | 32% | 674 | 25% | 859 | 29% | 854 | 0% | 0 |
| seniority/longevity | 17% | 280 | 13% | 268 | 9% | 314 | 8% | 235 | 4% | 103 |
| union | 3% | 44 | 3% | 74 | 2% | 68 | 2% | 67 | 2% | 54 |
| other | 4% | 69 | 4% | 80 | 3% | 107 | 3% | 93 | 4% | 106 |
| indicated at least one | 91% | 1467 | 95% | 2005 | 89% | 3108 | 96% | 2779 | 72% | 1767 |
| don't know | 4% | 62 | 5% | 108 | 9% | 307 | 0% | 0 | 0% | 0 |
| salary not adjusted | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 25% | 615 |
| no answer | 6% | 90 | 0% | 6 | 2% | 78 | 4% | 126 | 3% | 73 |

## Table 026. Other Compensation Eligibility and Factors

Trended Results

Q31-32. Were you eligible to receive cash compensation beyond base salary in the year prior to November 1, 2021? If so, what factors are considered when adjusting base salary for this position?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 1619 | 100% | 2119 | 100% | 3493 | 100% | 2905 | 100% | 2455 |
| eligible | 48% | 780 | 44% | 941 | 36% | 1243 | 37% | 1089 | 39% | 960 |
| performance: organization | 25% | 407 | 23% | 492 | 21% | 720 | 20% | 578 | 22% | 529 |
| performance: department | 16% | 267 | 10% | 211 | 8% | 271 | 11% | 310 | 9% | 230 |
| performance: personal | 28% | 454 | 23% | 478 | 18% | 626 | 19% | 563 | 24% | 599 |
| discretionary | 15% | 244 | 11% | 243 | 11% | 381 | 10% | 300 | 9% | 222 |
| other benefits received | 6% | 102 | 7% | 155 | 4% | 133 | 4% | 126 | 7% | 174 |
| other | 4% | 65 | 6% | 132 | 3% | 114 | 4% | 129 | 4% | 109 |
| indicated at least one | 46% | 751 | 42% | 887 | 35% | 1209 | 37% | 1072 | 39% | 949 |
| don't know | 2% | 26 | 2% | 52 | 0% | 0 | 0% | 0 | 0% | 0 |
| no answer | 0% | 3 | 0% | 2 | 1% | 34 | 1% | 17 | 0% | 11 |
| not eligible | 46% | 742 | 56% | 1178 | 63% | 2215 | 61% | 1775 | 59% | 1455 |
| no answer | 6% | 97 | 0% | 0 | 1% | 35 | 1% | 41 | 2% | 40 |

## Table 027. Total Compensation

Trended Results

Q33. How much cash compensation beyond your base salary did you receive in the year prior to November 1, 2021?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: full-time/year-round industry professionals | 100% | 1619 | 100% | 2119 | 100% | 3493 | 100% | 2905 | 100% | 2455 |
| $20,000 or more | 12% | 196 | 8% | 163 | 6% | 218 | 7% | 204 | 6% | 147 |
| $10,000 - $19,999 | 8% | 128 | 8% | 162 | 6% | 199 | 7% | 195 | 6% | 151 |
| $7,500 - $9,999 | 3% | 45 | 3% | 56 | 2% | 65 | 2% | 46 | 2% | 43 |
| $5,000 - $7,499 | 6% | 100 | 7% | 149 | 4% | 154 | 4% | 117 | 6% | 140 |
| $4,000 - $4,999 | 2% | 26 | 2% | 44 | 1% | 42 | 1% | 42 | 2% | 38 |
| $3,000 - $3,999 | 2% | 37 | 3% | 73 | 2% | 74 | 2% | 63 | 2% | 54 |
| $2,000 - $2,999 | 3% | 51 | 4% | 86 | 3% | 90 | 3% | 76 | 3% | 63 |
| $1,000 - $1,999 | 4% | 71 | 3% | 67 | 2% | 85 | 3% | 85 | 3% | 76 |
| less than $1,000 | 3% | 46 | 3% | 61 | 2% | 79 | 2% | 60 | 2% | 48 |
| $0 | 32% | 520 | 59% | 1258 | 67% | 2339 | 64% | 1873 | 67% | 1634 |
| mean ($000): | | 12.2 | | 5.6 | | 4.4 | | 4.7 | | 3.8 |
| standard error: | | 0.9 | | 0.3 | | 0.3 | | 0.3 | | 0.2 |
| standard deviation: | | 32 | | 16 | | 15.2 | | 14.8 | | 10.7 |
| 10th percentile | | 0 | | 0 | | 0 | | 0 | | 0 |
| 25th percentile | | 0 | | 0 | | 0 | | 0 | | 0 |
| 50th percentile | | 1.3 | | 0 | | 0 | | 0 | | 0 |
| 75th percentile | | 10 | | 5 | | 2 | | 2.5 | | 2.3 |
| 90th percentile | | 30 | | 15 | | 11 | | 14 | | 10.9 |
| n: | | 1220 | | 2119 | | 3345 | | 2761 | | 2394 |
| no answer | 25% | 399 | 0% | 0 | 4% | 148 | 5% | 144 | 2% | 61 |

## Table 028. Employment Contract

Trended Results

Q34-35. Is your employment on a contract basis? If yes, what is the term of your current contract?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: full-time/year-round industry professionals | 100% | 1619 | 100% | 2119 | 100% | 3493 | 100% | 2905 | 100% | 2455 |
| employed on a contract basis | 22% | 354 | 15% | 317 | 16% | 575 | 16% | 452 | 16% | 382 |
| 10 years or more | 2% | 30 | 1% | 19 | 1% | 48 | 0% | 0 | 0% | 0 |
| 8 - 9 years | 1% | 12 | 0% | 1 | 0% | 4 | 0% | 0 | 0% | 0 |
| 6 - 7 years | 2% | 37 | 0% | 3 | 0% | 9 | 0% | 0 | 0% | 0 |
| 4 - 5 years | 5% | 87 | 2% | 35 | 2% | 86 | 4% | 122 | 4% | 87 |
| 3 years | 5% | 85 | 4% | 89 | 4% | 141 | 3% | 96 | 4% | 102 |
| 2 years | 2% | 28 | 2% | 43 | 2% | 82 | 2% | 68 | 2% | 46 |
| 1 year | 4% | 62 | 6% | 122 | 5% | 185 | 6% | 166 | 6% | 147 |
| less than 1 year | 1% | 9 | 0% | 5 | 1% | 20 | 0% | 0 | 0% | 0 |
| no contract length specified | 0% | 4 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| mean (years): | | 4.6 | | 3.1 | | 3.5 | | 3 | | 2.9 |
| standard error: | | 0.1 | | 0.1 | | 0.1 | | 0.1 | | 0.1 |
| median: | | 5 | | 3 | | 3 | | 3 | | 3 |
| not employed on a contract basis | 72% | 1172 | 85% | 1794 | 83% | 2894 | 84% | 2432 | 81% | 1977 |
| no answer | 6% | 93 | 0% | 8 | 1% | 24 | 1% | 21 | 4% | 96 |

## Table 029. Medical Coverage

Trended Results

Q36. What types of medical coverage does your employer currently offer?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 1619 | 100% | 2119 | 100% | 3493 | 100% | 2905 | 100% | 2455 |
| Preferred Provider Organization (PPO) | 64% | 1044 | 71% | 1515 | 61% | 2145 | 62% | 1797 | 49% | 1209 |
| Health Maintenance Organization (HMO) | 28% | 450 | 26% | 556 | 17% | 586 | 18% | 517 | 20% | 501 |
| cash/stipend | 8% | 125 | 5% | 100 | 3% | 113 | 4% | 108 | 5% | 120 |
| traditional fee for service | 6% | 103 | 4% | 80 | 3% | 109 | 4% | 108 | 10% | 256 |
| other | 3% | 52 | 5% | 113 | 5% | 185 | 5% | 141 | 7% | 171 |
| indicated at least one | 89% | 1436 | 93% | 1974 | 90% | 3138 | 92% | 2671 | 92% | 2257 |
| no medical coverage offered | 5% | 89 | 6% | 121 | 9% | 299 | 7% | 192 | 6% | 155 |
| no answer | 6% | 94 | 1% | 24 | 2% | 56 | 1% | 42 | 2% | 43 |

## Table 030. Retirement Plan

Trended Results

Q37. What retirement plans does your employer currently offer?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 1619 | 100% | 2119 | 100% | 3493 | 100% | 2905 | 100% | 2455 |
| defined contribution plan | 35% | 565 | 39% | 828 | 27% | 947 | 26% | 745 | 30% | 748 |
| state/provincial/government retirement system | 40% | 649 | 40% | 839 | 34% | 1192 | 35% | 1028 | 27% | 660 |
| defined benefit (pension) plan | 16% | 261 | 14% | 304 | 9% | 314 | 9% | 251 | 19% | 467 |
| SEP IRA | 7% | 112 | 6% | 119 | 5% | 184 | 6% | 172 | 6% | 136 |
| matching IRA/Keogh | 15% | 241 | 15% | 312 | 11% | 368 | 11% | 325 | 5% | 116 |
| other | 4% | 58 | 5% | 98 | 3% | 118 | 4% | 103 | 4% | 87 |
| indicated at least one | 88% | 1428 | 94% | 1986 | 89% | 3123 | 90% | 2624 | 90% | 2214 |
| no retirement plan offered | 6% | 98 | 5% | 111 | 10% | 343 | 9% | 250 | 9% | 219 |
| no answer | 6% | 93 | 1% | 22 | 1% | 27 | 1% | 31 | 1% | 22 |

## Table 031. Weeks of Paid Time Off

Trended Results

Q38. Annually, how many weeks of non-holiday PTO do you qualify for?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021* | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: full-time/year-round industry professionals | 100% | 1619 | 100% | 2119 | 100% | 3493 | 100% | 2905 | 100% | 2455 |
| 7 or more | 11% | 172 | 20% | 418 | 9% | 322 | 8% | 220 | 6% | 145 |
| 6 | 10% | 161 | 8% | 164 | 10% | 349 | 10% | 288 | 9% | 221 |
| 5 | 15% | 236 | 12% | 256 | 16% | 542 | 13% | 391 | 14% | 350 |
| 4 | 22% | 350 | 21% | 440 | 24% | 840 | 27% | 791 | 24% | 586 |
| 3 | 17% | 270 | 21% | 447 | 22% | 778 | 24% | 689 | 26% | 642 |
| 2 | 16% | 254 | 14% | 304 | 15% | 518 | 14% | 404 | 18% | 433 |
| 1 | 2% | 31 | 2% | 41 | 1% | 30 | 1% | 34 | 1% | 27 |
| less than 1 | 0% | 7 | | | | | | | | |
| none | 1% | 18 | 1% | 29 | 3% | 91 | 2% | 71 | 2% | 38 |
| mean: | | 4.44 | | 4.7 | | 4 | | 3.9 | | 3.8 |
| standard error: | | 0.05 | | 0.1 | | 0 | | 0 | | 0 |
| median: | | 4.0 | | 4 | | 4 | | 4 | | 4 |
| no answer | 7% | 120 | 1% | 20 | 1% | 23 | 1% | 17 | 1% | 13 |

| *2021 values converted to weeks using scale below: | |
|---|---|
| 7 weeks | 35+ days |
| 6 weeks | 30-34 days |
| 5 weeks | 25-29 days |
| 4 weeks | 20-24 days |
| 3 weeks | 15-19 days |
| 2 weeks | 10-14 days |
| 1 week | 5-9 days |
| less than 1 week | 1-4 days |

## Table 032. Number of Holidays

Trended Results

Q39. How many holidays does your organization observe (if any)?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| **base: full-time/year-round industry professionals** | 100% | 1619 | 100% | 2119 | | | | | | |
| **10+** | 69% | 1123 | 54% | 1146 | | | | | | |
| **9** | 6% | 105 | 10% | 208 | | | | | | |
| **8** | 7% | 115 | 11% | 238 | | | | | | |
| **7** | 4% | 64 | 7% | 138 | | | | | | |
| **6** | 2% | 39 | 6% | 127 | | | | | | |
| **5** | 2% | 38 | 5% | 113 | | | | | | |
| **1-4** | 1% | 12 | 4% | 88 | | | | | | |
| **0** | 0% | 5 | 1% | 20 | | | | | | |
| **no answer** | 7% | 118 | 2% | 41 | | | | | | |

## Table 033. Remote / Telework

Trended Results

Q40-41. Does your employer offer a permanent remote/telework option, either full or part time?

| | Survey Year | | | | | |
|---|---|---|---|---|---|---|
| | 2021 | | 2018 | 2016 | 2014 | 2012 |
| base: full-time/year-round industry professionals | 100% | 1619 | | | | |
| yes | 29% | 472 | | | | |
| full-time | 60% | 283 | | | | |
| part-time | 39% | 186 | | | | |
| remote/telework option, but type not specified | 1% | 3 | | | | |
| no | 64% | 1040 | | | | |
| no answer | 7% | 107 | | | | |

## Table 034. Other Benefits

Trended Results

Q42. Which of these other benefits does your employer offer (whether you use them or not)? select all that apply

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 1619 | 100% | 2119 | 100% | 3493 | 100% | 2905 | 100% | 2455 |
| car allowance | 21% | 341 | 19% | 401 | 17% | 609 | 19% | 539 | 17% | 425 |
| cell phone | 63% | 1013 | 72% | 1534 | 72% | 2504 | 73% | 2129 | 68% | 1677 |
| childcare allowance | 4% | 71 | 1% | 17 | 1% | 40 | 1% | 26 | 2% | 48 |
| company car | 15% | 245 | 15% | 315 | 15% | 522 | 16% | 471 | 16% | 403 |
| country/recreational club membership | 10% | 157 | 7% | 158 | 7% | 252 | 8% | 231 | 10% | 243 |
| employee assistance program | 33% | 528 | 36% | 769 | 30% | 1063 | 30% | 885 | 25% | 625 |
| flex-time | 38% | 614 | 44% | 930 | 39% | 1370 | 37% | 1083 | 27% | 669 |
| funding/time-off for professional development | 56% | 913 | 66% | 1391 | 59% | 2066 | 59% | 1714 | 57% | 1400 |
| further education financing | 26% | 414 | 29% | 610 | 25% | 880 | 27% | 787 | 26% | 648 |
| technology allowance | 11% | 174 | 63% | 1340 | 61% | 2114 | 59% | 1714 | 0% | 0 |
| mileage reimbursement | 61% | 985 | 73% | 1556 | 71% | 2497 | 73% | 2135 | 74% | 1821 |
| moving expenses | 13% | 206 | 12% | 248 | 11% | 383 | 13% | 370 | 12% | 304 |
| paid physical examination | | | 10% | 216 | 11% | 388 | 12% | 347 | 10% | 244 |
| free or reduced parking | 28% | 458 | 18% | 382 | 15% | 535 | 18% | 509 | 15% | 360 |
| professional association dues | 54% | 876 | 66% | 1392 | 62% | 2177 | 65% | 1898 | 69% | 1692 |
| spouse travel expenses | 2% | 32 | 1% | 12 | 1% | 40 | 1% | 39 | 1% | 21 |
| stock options | 2% | 31 | 1% | 18 | 1% | 33 | 2% | 51 | 1% | 25 |
| thrift/savings plan | 6% | 99 | 5% | 116 | 6% | 226 | 8% | 229 | 7% | 175 |
| free or reduced transit fees | 6% | 101 | 6% | 122 | 6% | 195 | 6% | 182 | 5% | 126 |
| use of organization credit card | 41% | 666 | 50% | 1058 | 47% | 1645 | 47% | 1367 | 45% | 1099 |
| wellness/fitness program | 24% | 394 | 29% | 612 | 26% | 901 | 25% | 740 | 25% | 616 |
| other | 1% | 22 | 0% | 0 | 0% | 0 | 0% | 0 | 28% | 694 |
| indicated at least one | 91% | 1475 | 97% | 2063 | 96% | 3364 | 98% | 2838 | 97% | 2379 |
| none of these | 2% | 34 | 2% | 39 | 3% | 92 | 2% | 45 | 2% | 49 |
| no answer | 7% | 110 | 1% | 17 | 1% | 37 | 1% | 22 | 1% | 27 |

## Table 035. Academic Degrees

Trended Results

Q43. What is the highest academic degree you have earned?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| all respondents | | 2193 | | 2321 | | 4103 | | 3634 | | 2762 |
| not asked | | 371 | | 0 | | 425 | | 559 | | 0 |
| base: | 100% | 1822 | 100% | 2321 | 100% | 3678 | 100% | 3075 | 100% | 2762 |
| doctorate | 1% | 24 | 2% | 41 | 2% | 88 | 2% | 76 | 2% | 56 |
| law degree | 1% | 20 | 2% | 47 | 2% | 73 | 2% | 63 | 2% | 64 |
| master's degree | 37% | 681 | 44% | 1025 | 42% | 1555 | 41% | 1265 | 40% | 1112 |
| bachelor's degree | 36% | 652 | 42% | 985 | 42% | 1549 | 42% | 1298 | 43% | 1174 |
| associate's degree | 6% | 103 | 5% | 110 | 6% | 217 | 6% | 194 | 6% | 175 |
| high school diploma or equivalent | 4% | 74 | 5% | 106 | 5% | 182 | 5% | 167 | 6% | 159 |
| no answer | 15% | 268 | 0% | 7 | 0% | 14 | 0% | 12 | 1% | 22 |

## Table 036. Formal Training in Economic Development

Trended Results

Q44. What formal training in economic development have you had (if any)? select all that apply

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| all respondents | | 2193 | | 2321 | | 4103 | | 3634 | | 2762 |
| not asked | | 371 | | 0 | | 425 | | 559 | | 0 |
| base: (multiple answers) | 100% | 1822 | 100% | 2321 | 100% | 3678 | 100% | 3075 | 100% | 2762 |
| basic economic development course | 58% | 1065 | 70% | 1615 | 65% | 2401 | 66% | 2025 | 62% | 1721 |
| local/regional/state/provincial programs | 44% | 803 | 49% | 1132 | 49% | 1814 | 49% | 1503 | 45% | 1243 |
| college or university course(s) | 35% | 631 | 33% | 769 | 36% | 1342 | 36% | 1119 | 41% | 1137 |
| IEDC-accredited course | 49% | 886 | 48% | 1119 | 42% | 1552 | 43% | 1316 | 35% | 954 |
| Economic Development Council | 15% | 277 | 14% | 316 | 14% | 512 | 13% | 399 | 26% | 721 |
| National Development Council | 15% | 273 | 19% | 437 | 17% | 631 | 18% | 561 | 20% | 540 |
| Community Development Institute | 7% | 121 | 5% | 118 | 5% | 184 | 6% | 174 | 7% | 190 |
| OU/EDI | 18% | 337 | | | | | | | | |
| other | 4% | 79 | 8% | 179 | 7% | 275 | 9% | 286 | 9% | 241 |
| indicated at least one | 80% | 1459 | 89% | 2069 | 89% | 3268 | 89% | 2723 | 90% | 2487 |
| no formal training | 5% | 90 | 10% | 234 | 10% | 375 | 11% | 331 | 9% | 252 |
| no answer | 15% | 273 | 1% | 18 | 1% | 35 | 1% | 21 | 1% | 23 |

## Table 037. Professional Certifications

Trended Results

Q45. What professional certifications do you currently hold (if any)? select all that apply

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| all respondents | | 2193 | | 2321 | | 4103 | | 3634 | | 2762 |
| not asked | | 371 | | 0 | | 425 | | 559 | | 0 |
| base: (multiple answers) | 100% | 1822 | 100% | 2321 | 100% | 3678 | 100% | 3075 | 100% | 2762 |
| AICP - American Institute of Certified Planners | 6% | 115 | 5% | 126 | 4% | 146 | 4% | 117 | 5% | 129 |
| CAE - Certified Association Executive | 3% | 62 | 0% | 2 | 0% | 7 | 0% | 9 | 0% | 2 |
| CCE - Certified Chamber Executive | 4% | 77 | 0% | 8 | 0% | 18 | 1% | 30 | 1% | 21 |
| CEcD, EcD, CED - Certified Economic Developer | 20% | 366 | 15% | 352 | 13% | 479 | 13% | 406 | 14% | 390 |
| EDFP - Economic Development Finance Professional | 11% | 200 | 9% | 200 | 7% | 272 | 8% | 247 | 8% | 222 |
| OU/EDI - OU Economic Development Institute | | | 9% | 210 | 8% | 277 | 0% | 0 | 0% | 0 |
| other | 8% | 147 | 10% | 222 | 11% | 411 | 11% | 328 | 12% | 320 |
| indicated at least one | 37% | 678 | 37% | 857 | 35% | 1288 | 31% | 965 | 33% | 923 |
| none | 39% | 710 | 47% | 1097 | 52% | 1898 | 57% | 1742 | 51% | 1415 |
| no answer | 24% | 434 | 16% | 367 | 13% | 492 | 12% | 368 | 15% | 424 |

## Table 038. IEDC Membership

Trended Results

Q46. Are you currently a member of IEDC?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| all respondents | | 2193 | | 2321 | | 4103 | | 3634 | | 2762 |
| not asked | | 371 | | 0 | | 425 | | 559 | | 0 |
| base: | 100% | 1822 | 100% | 2321 | 100% | 3678 | 100% | 3075 | 100% | 2762 |
| yes | 57% | 1031 | 48% | 1122 | 47% | 1741 | 46% | 1400 | 47% | 1304 |
| no | 28% | 504 | 48% | 1105 | 51% | 1891 | 53% | 1629 | 50% | 1379 |
| no answer | 16% | 287 | 4% | 94 | 1% | 46 | 1% | 46 | 3% | 79 |

Q47. What is your age?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| all respondents | | 2193 | | 2321 | | 4103 | | 3634 | | 2762 |
| not asked | | 371 | | 0 | | 425 | | 559 | | 0 |
| base: | 100% | 1822 | 100% | 2321 | 100% | 3678 | 100% | 3075 | 100% | 2762 |
| 65 or over | 5% | 91 | 8% | 175 | 9% | 326 | 8% | 245 | 6% | 177 |
| 60 - 64 | 9% | 160 | 11% | 265 | 12% | 451 | 13% | 407 | 13% | 351 |
| 55 - 59 | 11% | 200 | 13% | 312 | 15% | 541 | 15% | 476 | 15% | 410 |
| 50 - 54 | 11% | 195 | 15% | 346 | 14% | 525 | 16% | 497 | 16% | 448 |
| 45 - 49 | 10% | 178 | 13% | 295 | 13% | 479 | 12% | 383 | 14% | 376 |
| 40 - 44 | 12% | 213 | 12% | 272 | 10% | 386 | 10% | 307 | 11% | 302 |
| 35 - 39 | 12% | 224 | 13% | 297 | 11% | 415 | 9% | 288 | 10% | 277 |
| 30 - 34 | 9% | 168 | 9% | 202 | 9% | 322 | 9% | 266 | 9% | 256 |
| 25 - 29 | 6% | 101 | 5% | 115 | 5% | 177 | 5% | 152 | 5% | 132 |
| under 25 | 1% | 13 | 1% | 27 | 1% | 26 | 1% | 31 | 1% | 25 |
| prefer not to say | 1% | 10 | | | | | | | | |
| mean: | | | | 48.2 | | 49 | | 49.3 | | 48.7 |
| standard error: | | | | 0.2 | | 0.2 | | 0.2 | | 0.2 |
| median: | | | | 49 | | 50 | | 51 | | 50 |
| no answer | 15% | 269 | 1% | 15 | 1% | 30 | 1% | 23 | 0% | 8 |

## Table 040. Gender Identity

Trended Results

Q48. How do you gender identify?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| all respondents | | 2193 | | 2321 | | 4103 | | 3634 | | 2762 |
| not asked | | 371 | | 0 | | 425 | | 559 | | 0 |
| base: | 100% | 1822 | 100% | 2321 | 100% | 3678 | 100% | 3075 | 100% | 2762 |
| male | 38% | 691 | 51% | 1183 | 55% | 2022 | 56% | 1711 | 55% | 1523 |
| female | 43% | 792 | 48% | 1122 | 44% | 1615 | 43% | 1327 | 43% | 1201 |
| gender non-conforming and/or transgender | 0% | 9 | 0% | 2 | 0% | 0 | 0% | 0 | 0% | 0 |
| transgender female | 0% | 6 | | | | | | | | |
| transgender male | 0% | 0 | | | | | | | | |
| non-binary | 0% | 3 | | | | | | | | |
| prefer to self-describe | 2% | 33 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| prefer not to say | 1% | 25 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| no answer | 15% | 272 | 1% | 14 | 1% | 41 | 1% | 37 | 1% | 38 |

## Table 041. Hispanic, Latino/a/x, or Spanish Origin

Trended Results

Q49. Are you of Hispanic, Latino/a/x, or of Spanish origin? (one or more categories may be selected)

| | Survey Year | | | | |
|---|---|---|---|---|---|
| | 2021 | 2018 | 2016 | 2014 | 2012 |
| all respondents | 2193 | | | | |
| not asked | 371 | | | | |
| base: (multiple answers) | 1822 | | | | |
| No, not of Hispanic, Latino/a/x, or Spanish origin | 70% | | | | |
| Yes, Mexican, Mexican American, Chicano/a/x | 6% | | | | |
| Yes, Puerto Rican | 1% | | | | |
| Yes, Cuban | 1% | | | | |
| Yes, Another Hispanic, Latino/a/x or Spanish origin | 3% | | | | |
| Prefer not to say | 3% | | | | |
| Prefer to self-describe | 0% | | | | |
| no answer | 16% | | | | |

Q50. What race or races do you identify with?

| | Survey Year | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021 | | 2018 | | 2016 | | 2014 | | 2012 | |
| all respondents | | 2193 | | 2321 | | 4103 | | 3634 | | 2762 |
| not asked | | 371 | | 0 | | 425 | | 559 | | 0 |
| base: (multiple answers) | 100% | 1822 | 100% | 2321 | 100% | 3678 | 100% | 3075 | 100% | 2762 |
| American Indian or Alaskan Native | 6% | 104 | 2% | 37 | 2% | 62 | 1% | 44 | 2% | 53 |
| Asian | 4% | 79 | 1% | 23 | 0% | 0 | 0% | 0 | 0% | 0 |
| Black or African American | 7% | 128 | 4% | 96 | 5% | 172 | 5% | 140 | 4% | 118 |
| Native Hawaiian or Other Pacific Islander | 3% | 50 | | | 0% | 7 | 0% | 6 | 0% | 2 |
| White | 72% | 1315 | 85% | 1980 | 83% | 3039 | 85% | 2611 | 86% | 2388 |
| Latino/Hispanic | | | 4% | 92 | 4% | 148 | 4% | 115 | 3% | 93 |
| mixed | | | 2% | 38 | 2% | 81 | 2% | 52 | 1% | 32 |
| Middle Eastern | | | 0% | 6 | 0% | 0 | 0% | 0 | 0% | 0 |
| Some other race, ethnicity, or origin | 3% | 59 | 1% | 28 | 2% | 84 | 2% | 62 | 1% | 31 |
| Prefer not to say | 3% | 49 | | | | | | | | |
| Prefer to self-describe | 1% | 16 | | | | | | | | |
| no answer | 15% | 275 | 1% | 21 | 3% | 92 | 2% | 51 | 2% | 47 |

# RESULTS BY POSITION AND POPULATION SERVED INDEX


**043** Employment Status
**044** Type of Organization
**045** Polulation Served
**046** Employment Location
**047** Employees in Organization
**048** Employees in Economic Development
**049** Economic Development Budget
**050** Funding Sources: Public
**051** Funding Sources: Private
**052** Funding Sources: Internally Generated
**053** Funding Sources: Other
**054** Position
**055** Level of Position
**056** Activities Managed/Performed
**057** Full Time Status
**058** Year-Round Status
**059** Number Supervised
**060** Years of Experience
**061** Tenure in Current Position
**062** Tenure in Prior Position
**063** Level of Prior Position
**064** Skills Now Required
**065** Annual Base Salary
**066** Change in Base Salary
**067** Salary Adjustment Factors
**068** Other Compensation Eligibility and Factors
**069** Total Compensation
**070** Employment Contract
**071** Medical Coverage
**072** Retirement Plan
**073** Weeks of Paid Time Off
**074** Number of Holidays
**075** Remote / Telework
**076** Other Benefits
**077** Academic Degrees
**078** Formal Training in Economic Development
**079** Professional Certifications
**080** IEDC Membership
**081** Age
**082** Gender Identity
**083** Hispanic, Latino/a/x, or Spanish Origin
**084** Race


| Position | industry professional respondent report of current position |
|---|---|
| CEO/executive director/top level | CEO/executive director/top level |
| VP/division manager | vice president/division manager; CFO/comptroller; deputy/assistant director; department head/manager |
| program manager | research director/manger; business recruitment manager; business retention manager; specialist/field position; policy/legislative affairs |
| entry-level economic development staff | entry-level economic development staff |

## Table 043. Employment Status

## Results by Position and Population Served

Q2. What is your current employment status?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: all respondents | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| employed or self-employed in an economic development-related position | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| employed or self-employed in a position unrelated to economic development | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| retired | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| student | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| not currently employed | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| no answer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

## Table 044. Type of Organization

## Results by Position and Population Served

Q3. What option best describes the type of organization you work for?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| public | 39% | 203 | 54% | 339 | 48% | 141 | 47% | 20 | 56% | 343 | 58% | 127 | 43% | 126 | 37% | 134 | 32% | 108 |
| city government | 18% | 91 | 31% | 195 | 21% | 62 | 28% | 12 | 37% | 228 | 36% | 79 | 21% | 62 | 12% | 45 | 3% | 11 |
| county government | 11% | 56 | 11% | 68 | 12% | 34 | 16% | 7 | 11% | 67 | 13% | 28 | 12% | 35 | 15% | 56 | 4% | 13 |
| state/provincial government | 0% | 2 | 6% | 38 | 12% | 36 | 0% | 0 | 1% | 4 | 0% | 1 | 1% | 3 | 3% | 12 | 22% | 74 |
| development authority/ other type of authority | 11% | 54 | 6% | 38 | 3% | 9 | 2% | 1 | 7% | 44 | 9% | 19 | 9% | 26 | 6% | 21 | 3% | 10 |
| private | 3% | 13 | 4% | 26 | 6% | 18 | 0% | 0 | 2% | 12 | 3% | 6 | 2% | 7 | 3% | 12 | 15% | 50 |
| utility | 0% | 0 | 2% | 15 | 5% | 14 | 0% | 0 | 0% | 3 | 0% | 1 | 1% | 2 | 2% | 8 | 6% | 21 |
| consulting firm | 3% | 13 | 2% | 11 | 1% | 4 | 0% | 0 | 1% | 9 | 2% | 5 | 2% | 5 | 1% | 4 | 9% | 29 |
| non-profit | 43% | 221 | 28% | 179 | 34% | 101 | 47% | 20 | 32% | 198 | 29% | 63 | 37% | 108 | 44% | 158 | 36% | 119 |
| not-for-profit organization | 20% | 102 | 6% | 40 | 6% | 19 | 16% | 7 | 14% | 86 | 11% | 24 | 8% | 24 | 10% | 35 | 12% | 40 |
| regional economic development organization | 14% | 70 | 14% | 87 | 9% | 26 | 14% | 6 | 7% | 40 | 12% | 26 | 15% | 45 | 20% | 73 | 19% | 62 |
| chamber of commerce | 8% | 41 | 6% | 38 | 7% | 20 | 7% | 3 | 6% | 37 | 4% | 9 | 10% | 30 | 8% | 30 | 5% | 16 |
| neighborhood organization/ community development corporation (CDC) | 2% | 8 | 2% | 14 | 12% | 36 | 9% | 4 | 6% | 35 | 2% | 4 | 3% | 9 | 6% | 20 | 0% | 1 |
| public-private partnership | 10% | 53 | 7% | 41 | 5% | 16 | 0% | 0 | 6% | 34 | 7% | 16 | 8% | 24 | 8% | 29 | 6% | 20 |
| educational institution | 1% | 5 | 4% | 24 | 3% | 9 | 5% | 2 | 2% | 11 | 1% | 3 | 2% | 6 | 4% | 13 | 5% | 18 |
| other | 4% | 19 | 3% | 20 | 3% | 10 | 2% | 1 | 2% | 15 | 2% | 4 | 8% | 22 | 5% | 17 | 6% | 19 |
| no answer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

Q4. What is the population size of your organization's jurisdiction?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| 2 million or more | 5% | 25 | 13% | 79 | 18% | 53 | 5% | 2 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 66% | 222 |
| 1 - 1.99 million | 3% | 17 | 6% | 40 | 8% | 24 | 5% | 2 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 34% | 112 |
| 500,000 - 999,999 | 5% | 25 | 11% | 71 | 9% | 28 | 7% | 3 | 0% | 0 | 0% | 0 | 0% | 0 | 45% | 162 | 0% | 0 |
| 250,000 - 499,999 | 7% | 34 | 13% | 82 | 14% | 41 | 5% | 2 | 0% | 0 | 0% | 0 | 0% | 0 | 55% | 201 | 0% | 0 |
| 100,000 - 249,999 | 17% | 86 | 15% | 93 | 18% | 54 | 16% | 7 | 0% | 0 | 0% | 0 | 100% | 293 | 0% | 0 | 0% | 0 |
| 50,000 - 99,999 | 14% | 73 | 13% | 83 | 10% | 29 | 12% | 5 | 0% | 0 | 100% | 219 | 0% | 0 | 0% | 0 | 0% | 0 |
| 25,000 - 49,999 | 17% | 89 | 11% | 70 | 9% | 26 | 14% | 6 | 37% | 224 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| 10,000 - 24,999 | 20% | 102 | 11% | 67 | 10% | 29 | 19% | 8 | 38% | 236 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| fewer than 10,000 | 12% | 63 | 7% | 44 | 4% | 11 | 19% | 8 | 25% | 153 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| no answer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

Q5-8. Where are you employed?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| **base: industry professionals** | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| **United States** | 96% | 494 | 95% | 596 | 96% | 283 | 74% | 32 | 91% | 557 | 95% | 209 | 96% | 281 | 97% | 351 | 96% | 321 |
| **US Southeast** (AL, FL, GA, KY, MS, NC, SC, TN) | 19% | 98 | 21% | 131 | 19% | 55 | 9% | 4 | 14% | 83 | 21% | 46 | 21% | 62 | 23% | 82 | 20% | 67 |
| **US Southwest** (AR, LA, NM, OK, TX) | 18% | 90 | 14% | 88 | 13% | 37 | 7% | 3 | 15% | 89 | 14% | 31 | 15% | 43 | 14% | 50 | 14% | 48 |
| **US Midwest** (IL, IN, MI, MN, OH, WI) | 18% | 94 | 15% | 94 | 17% | 51 | 19% | 8 | 19% | 117 | 21% | 47 | 15% | 44 | 15% | 54 | 15% | 50 |
| **US Central** (CO, IA, KS, MO, MT, ND, NE, SD, UT, WY) | 20% | 104 | 11% | 70 | 12% | 36 | 5% | 2 | 21% | 131 | 15% | 32 | 12% | 35 | 8% | 30 | 8% | 26 |
| **US Northeast** (CT, DE, DC, ME, MD, MA, NH, NJ, NY, PA, RI, VT, VA, WV, PR, VI) | 12% | 61 | 18% | 112 | 17% | 51 | 12% | 5 | 12% | 72 | 16% | 34 | 14% | 40 | 19% | 68 | 22% | 75 |
| **US West** (AK, AZ, CA, HI, ID, NV, OR, WA, Pacific Territories) | 9% | 47 | 15% | 95 | 17% | 51 | 23% | 10 | 11% | 65 | 9% | 19 | 19% | 56 | 18% | 64 | 15% | 51 |
| **No Region** | 0% | 0 | 1% | 6 | 1% | 2 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 1% | 3 | 1% | 4 |
| **Canada** | 3% | 16 | 5% | 32 | 4% | 11 | 26% | 11 | 8% | 52 | 4% | 9 | 4% | 11 | 3% | 12 | 3% | 10 |
| **Ontario** | 1% | 7 | 1% | 9 | 2% | 5 | 7% | 3 | 2% | 13 | 2% | 5 | 2% | 6 | 2% | 7 | 1% | 4 |
| **Alberta** | 0% | 2 | 1% | 9 | 1% | 3 | 7% | 3 | 3% | 17 | 1% | 2 | 1% | 2 | 0% | 0 | 1% | 2 |
| **British Columbia** | 1% | 5 | 1% | 6 | 0% | 1 | 9% | 4 | 2% | 14 | 1% | 2 | 1% | 3 | 0% | 0 | 1% | 2 |
| **Quebec** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 1 |
| **Northwest Territories** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| **Saskatchewan** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| **Manitoba** | 0% | 1 | 1% | 4 | 0% | 1 | 2% | 1 | 1% | 6 | 0% | 0 | 0% | 0 | 0% | 1 | 0% | 1 |
| **Yukon** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| **New Brunswick** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| **Newfoundland and Labrador** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| **Nova Scotia** | 0% | 1 | 1% | 4 | 0% | 1 | 0% | 0 | 0% | 2 | 0% | 0 | 0% | 0 | 1% | 4 | 0% | 0 |
| **Nunavut** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| **Prince Edward Island** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| **Other Countries** | 1% | 4 | 0% | 1 | 0% | 1 | 0% | 0 | 1% | 4 | 0% | 1 | 0% | 1 | 0% | 0 | 1% | 3 |
| **no answer** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

Q9. Including yourself, about how many full-time employees work for your organization (including all locations)?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| 1,000 or more | 5% | 28 | 12% | 78 | 21% | 61 | 14% | 6 | 1% | 7 | 6% | 14 | 16% | 48 | 22% | 79 | 20% | 67 |
| 500 - 999 | 3% | 14 | 12% | 73 | 18% | 52 | 7% | 3 | 7% | 41 | 17% | 38 | 13% | 37 | 7% | 27 | 8% | 28 |
| 250 - 499 | 4% | 22 | 14% | 91 | 12% | 34 | 5% | 2 | 12% | 72 | 22% | 49 | 3% | 10 | 7% | 25 | 7% | 23 |
| 100 - 249 | 6% | 30 | 14% | 91 | 14% | 42 | 19% | 8 | 18% | 111 | 5% | 10 | 8% | 23 | 6% | 21 | 12% | 39 |
| 50 - 99 | 2% | 11 | 8% | 50 | 9% | 26 | 7% | 3 | 8% | 48 | 1% | 3 | 3% | 9 | 6% | 23 | 10% | 35 |
| 25 - 49 | 3% | 14 | 7% | 46 | 8% | 24 | 7% | 3 | 4% | 27 | 1% | 3 | 3% | 8 | 10% | 36 | 12% | 40 |
| 10 - 24 | 9% | 48 | 16% | 100 | 7% | 20 | 14% | 6 | 5% | 30 | 5% | 10 | 16% | 47 | 25% | 91 | 18% | 59 |
| 5 - 9 | 13% | 68 | 9% | 54 | 6% | 19 | 7% | 3 | 6% | 34 | 15% | 33 | 18% | 53 | 13% | 49 | 5% | 16 |
| 2 - 4 | 38% | 193 | 6% | 40 | 5% | 16 | 19% | 8 | 25% | 151 | 24% | 52 | 18% | 53 | 3% | 11 | 6% | 20 |
| 1 | 17% | 86 | 1% | 6 | 0% | 1 | 2% | 1 | 15% | 92 | 3% | 7 | 2% | 5 | 0% | 1 | 2% | 7 |
| no answer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

## Table 048. Employees in Economic Development

## Results by Position and Population Served

Q10. Including yourself, about how many full-time employees work for your economic development-related department or operations?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| 100 or more | 2% | 9 | 5% | 30 | 9% | 26 | 2% | 1 | 1% | 7 | 1% | 3 | 1% | 4 | 4% | 14 | 14% | 48 |
| 50 - 99 | 1% | 3 | 5% | 33 | 19% | 55 | 2% | 1 | 5% | 30 | 2% | 4 | 5% | 16 | 6% | 22 | 11% | 37 |
| 25 - 49 | 2% | 9 | 8% | 50 | 7% | 21 | 2% | 1 | 2% | 12 | 2% | 4 | 2% | 5 | 13% | 47 | 13% | 42 |
| 10 - 24 | 7% | 36 | 15% | 93 | 16% | 46 | 9% | 4 | 3% | 20 | 3% | 7 | 14% | 40 | 24% | 86 | 27% | 91 |
| 5 - 9 | 13% | 67 | 19% | 122 | 16% | 48 | 23% | 10 | 6% | 36 | 21% | 47 | 28% | 82 | 29% | 104 | 15% | 50 |
| 3 - 4 | 27% | 141 | 19% | 117 | 19% | 55 | 21% | 9 | 20% | 122 | 36% | 78 | 31% | 91 | 13% | 46 | 13% | 43 |
| 2 | 21% | 108 | 15% | 92 | 9% | 28 | 16% | 7 | 26% | 157 | 17% | 37 | 13% | 37 | 8% | 28 | 3% | 10 |
| 1 | 25% | 129 | 14% | 88 | 5% | 15 | 23% | 10 | 34% | 207 | 17% | 37 | 5% | 14 | 4% | 16 | 3% | 10 |
| no full-time employees | 2% | 12 | 1% | 4 | 0% | 1 | 0% | 0 | 4% | 22 | 1% | 2 | 1% | 4 | 0% | 0 | 1% | 3 |
| no answer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

## Table 049. Economic Development Budget

## Results by Position and Population Served

Q11. What is your organization's approximate current annual operating budget for its economic development-related department or operation?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| $10 million or more | 3% | 14 | 5% | 29 | 13% | 39 | 5% | 2 | 2% | 12 | 3% | 7 | 3% | 8 | 4% | 15 | 23% | 77 |
| $5 - $9.99 million | 3% | 14 | 7% | 47 | 6% | 19 | 0% | 0 | 1% | 6 | 3% | 7 | 3% | 8 | 9% | 33 | 15% | 50 |
| $2.5 - $4.99 million | 8% | 40 | 16% | 98 | 13% | 38 | 2% | 1 | 4% | 26 | 6% | 14 | 11% | 33 | 20% | 73 | 21% | 71 |
| $1 - $2.49 million | 15% | 75 | 18% | 115 | 14% | 41 | 14% | 6 | 8% | 52 | 13% | 29 | 23% | 68 | 27% | 99 | 17% | 57 |
| $750,000 - $999,999 | 7% | 37 | 9% | 59 | 7% | 22 | 7% | 3 | 5% | 28 | 12% | 27 | 11% | 33 | 12% | 42 | 6% | 19 |
| $500,000 - $749,999 | 13% | 67 | 10% | 60 | 10% | 30 | 2% | 1 | 8% | 48 | 18% | 40 | 17% | 50 | 9% | 31 | 4% | 14 |
| $250,000 - $499,999 | 21% | 109 | 14% | 88 | 12% | 34 | 23% | 10 | 20% | 120 | 19% | 42 | 16% | 48 | 10% | 37 | 8% | 27 |
| $100,000 - $249,999 | 23% | 116 | 13% | 79 | 20% | 58 | 16% | 7 | 33% | 202 | 17% | 37 | 11% | 31 | 7% | 24 | 4% | 14 |
| $50,000 - $99,999 | 5% | 28 | 5% | 31 | 2% | 6 | 19% | 8 | 11% | 65 | 5% | 10 | 3% | 10 | 1% | 5 | 1% | 2 |
| less than $50,000 | 3% | 14 | 4% | 23 | 3% | 8 | 12% | 5 | 9% | 54 | 3% | 6 | 1% | 4 | 1% | 4 | 1% | 3 |
| no answer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

Q12. Approximately what percentage of your operating budget comes from public funds?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| **base: industry professionals** | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| **100%** | 19% | 96 | 31% | 193 | 28% | 84 | 28% | 12 | 28% | 171 | 30% | 66 | 26% | 76 | 13% | 48 | 17% | 57 |
| **75% - 99%** | 29% | 150 | 22% | 137 | 18% | 52 | 14% | 6 | 25% | 155 | 25% | 55 | 20% | 59 | 18% | 65 | 13% | 45 |
| **50% - 74%** | 18% | 95 | 11% | 67 | 9% | 26 | 12% | 5 | 15% | 89 | 12% | 26 | 12% | 36 | 12% | 42 | 9% | 29 |
| **25% - 49%** | 14% | 71 | 18% | 115 | 24% | 71 | 14% | 6 | 14% | 83 | 12% | 27 | 19% | 55 | 23% | 85 | 15% | 49 |
| **1% - 24%** | 12% | 64 | 12% | 77 | 11% | 33 | 19% | 8 | 8% | 49 | 10% | 21 | 12% | 36 | 15% | 54 | 16% | 54 |
| **none** | 7% | 37 | 6% | 36 | 4% | 13 | 7% | 3 | 5% | 28 | 5% | 11 | 2% | 5 | 6% | 21 | 16% | 55 |
| **mean:** | | 61.5% | | 64.6% | | 62.8% | | 57.5% | | 68.9% | | 68.4% | | 64.7% | | 52.9% | | 47.6% |
| **standard error:** | | 1.5% | | 1.4% | | 2.1% | | 5.9% | | 1.4% | | 2.4% | | 2.1% | | 1.9% | | 2.3% |
| **median:** | | 70% | | 76% | | 65% | | 60% | | 80% | | 80% | | 75% | | 47% | | 40% |
| **no answer** | 0% | 1 | 1% | 4 | 5% | 16 | 7% | 3 | 6% | 38 | 6% | 13 | 9% | 26 | 13% | 48 | 13% | 45 |

Q13. Approximately what percentage of your operating budget comes from private funds?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| **base: industry professionals** | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| **100%** | 1% | 5 | 1% | 9 | 2% | 5 | 0% | 0 | 1% | 4 | 1% | 2 | 0% | 0 | 1% | 4 | 4% | 14 |
| **75% - 99%** | 5% | 25 | 4% | 25 | 3% | 9 | 2% | 1 | 2% | 12 | 2% | 5 | 3% | 8 | 4% | 14 | 9% | 29 |
| **50% - 74%** | 14% | 71 | 8% | 51 | 6% | 17 | 7% | 3 | 6% | 37 | 11% | 23 | 9% | 27 | 11% | 40 | 10% | 34 |
| **25% - 49%** | 19% | 96 | 15% | 96 | 24% | 71 | 12% | 5 | 16% | 100 | 15% | 33 | 22% | 64 | 20% | 73 | 14% | 46 |
| **1% - 24%** | 26% | 133 | 23% | 146 | 18% | 52 | 26% | 11 | 21% | 127 | 17% | 38 | 19% | 55 | 26% | 93 | 20% | 68 |
| **none** | 36% | 183 | 47% | 298 | 42% | 125 | 47% | 20 | 48% | 295 | 48% | 105 | 39% | 113 | 25% | 91 | 29% | 98 |
| **mean:** | | 22.2% | | 17.4% | | 19.6% | | 13.8% | | 14.6% | | 17.0% | | 19.2% | | 23.1% | | 28.5% |
| **standard error:** | | 1.2% | | 1.0% | | 1.5% | | 3.0% | | 0.9% | | 1.7% | | 1.4% | | 1.4% | | 1.9% |
| **median:** | | 10% | | 2% | | 10% | | 3% | | 0% | | 0% | | 10% | | 20% | | 20% |
| **no answer** | 0% | 1 | 1% | 4 | 5% | 16 | 7% | 3 | 6% | 38 | 6% | 13 | 9% | 26 | 13% | 48 | 13% | 45 |

Q14. Approximately what percentage of your operating budget comes from internally generated funds, such as, but not limited to, fees for services?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| 100% | 2% | 12 | 2% | 11 | 1% | 2 | 2% | 1 | 1% | 7 | 2% | 4 | 1% | 3 | 2% | 7 | 4% | 14 |
| 75% - 99% | 3% | 16 | 2% | 12 | 0% | 1 | 2% | 1 | 3% | 17 | 2% | 4 | 1% | 2 | 1% | 4 | 3% | 9 |
| 50% - 74% | 4% | 23 | 3% | 19 | 3% | 10 | 5% | 2 | 3% | 16 | 3% | 7 | 3% | 10 | 5% | 17 | 5% | 16 |
| 25% - 49% | 10% | 50 | 12% | 74 | 12% | 36 | 9% | 4 | 8% | 51 | 7% | 16 | 13% | 38 | 14% | 52 | 10% | 32 |
| 1% - 24% | 31% | 160 | 31% | 196 | 33% | 97 | 26% | 11 | 32% | 199 | 23% | 50 | 28% | 82 | 33% | 118 | 25% | 82 |
| none | 49% | 252 | 50% | 313 | 45% | 133 | 49% | 21 | 46% | 285 | 57% | 125 | 45% | 132 | 32% | 117 | 41% | 136 |
| mean: | | 13.3% | | 12.2% | | 10.9% | | 14.4% | | 11.4% | | 10.1% | | 11.6% | | 15.7% | | 17.8% |
| standard error: | | 1.1% | | 0.8% | | 1.0% | | 3.9% | | 0.9% | | 1.5% | | 1.2% | | 1.2% | | 1.6% |
| median: | | 1% | | 0% | | 3% | | 0% | | 1% | | 0% | | 1% | | 8% | | 3% |
| no answer | 0% | 1 | 1% | 4 | 5% | 16 | 7% | 3 | 6% | 38 | 6% | 13 | 9% | 26 | 13% | 48 | 13% | 45 |

## Table 053. Funding Sources: Other

**Results by Position and Population Served**

Q15. Approximately what percentage of your operating budget comes from sources other than public, private or internally generated funds?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| **base: industry professionals** | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| **100%** | 0% | 0 | 0% | 1 | 0% | 1 | 0% | 0 | 0% | 1 | 0% | 0 | 0% | 0 | 0% | 1 | 1% | 2 |
| **75% - 99%** | 1% | 3 | 0% | 3 | 0% | 0 | 0% | 0 | 0% | 3 | 0% | 1 | 0% | 1 | 0% | 1 | 0% | 0 |
| **50% - 74%** | 1% | 3 | 1% | 4 | 1% | 4 | 9% | 4 | 1% | 7 | 0% | 1 | 1% | 3 | 1% | 4 | 1% | 4 |
| **25% - 49%** | 2% | 12 | 9% | 56 | 7% | 21 | 19% | 8 | 5% | 28 | 5% | 10 | 4% | 13 | 12% | 43 | 7% | 24 |
| **1% - 24%** | 15% | 76 | 18% | 112 | 28% | 84 | 12% | 5 | 17% | 106 | 19% | 41 | 18% | 53 | 20% | 74 | 15% | 51 |
| **none** | 82% | 419 | 71% | 449 | 57% | 169 | 53% | 23 | 70% | 430 | 70% | 153 | 67% | 197 | 53% | 192 | 62% | 208 |
| **mean:** | | 2.8% | | 5.8% | | 6.4% | | 14.3% | | 4.8% | | 4.4% | | 4.3% | | 8.1% | | 6.0% |
| **standard error:** | | 0.4% | | 0.5% | | 0.7% | | 3.3% | | 0.5% | | 0.8% | | 0.6% | | 0.8% | | 0.8% |
| **median:** | | 0% | | 0% | | 0% | | 0% | | 0% | | 0% | | 0% | | 0% | | 0% |
| **no answer** | 0% | 1 | 1% | 4 | 5% | 16 | 7% | 3 | 6% | 38 | 6% | 13 | 9% | 26 | 13% | 48 | 13% | 45 |

Q16. What option best describes your current position?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| CEO/executive director/top level | 100% | 514 | 0% | 0 | 0% | 0 | 0% | 0 | 41% | 254 | 33% | 73 | 29% | 86 | 16% | 59 | 13% | 42 |
| vice president/division manager | 0% | 0 | 31% | 196 | 0% | 0 | 0% | 0 | 4% | 27 | 11% | 23 | 12% | 36 | 17% | 62 | 14% | 48 |
| CFO/comptroller | 0% | 0 | 4% | 23 | 0% | 0 | 0% | 0 | 1% | 4 | 0% | 0 | 1% | 2 | 2% | 9 | 2% | 8 |
| deputy/assistant director | 0% | 0 | 15% | 94 | 0% | 0 | 0% | 0 | 4% | 25 | 5% | 10 | 5% | 16 | 8% | 28 | 4% | 15 |
| department head/manager | 0% | 0 | 50% | 316 | 0% | 0 | 0% | 0 | 20% | 125 | 23% | 50 | 13% | 39 | 15% | 54 | 14% | 48 |
| research director/manager | 0% | 0 | 0% | 0 | 16% | 46 | 0% | 0 | 1% | 7 | 1% | 3 | 2% | 6 | 4% | 14 | 5% | 16 |
| business recruitment manager | 0% | 0 | 0% | 0 | 29% | 85 | 0% | 0 | 4% | 27 | 4% | 9 | 4% | 12 | 5% | 18 | 6% | 19 |
| business retention manager | 0% | 0 | 0% | 0 | 19% | 56 | 0% | 0 | 1% | 7 | 3% | 6 | 6% | 19 | 3% | 12 | 4% | 12 |
| marketing manager | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 2% | 13 | 3% | 7 | 1% | 2 | 1% | 4 | 3% | 10 |
| loan officer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 1% | 2 | 1% | 5 |
| specialist/field position | 0% | 0 | 0% | 0 | 34% | 100 | 0% | 0 | 4% | 24 | 5% | 11 | 6% | 17 | 6% | 20 | 8% | 28 |
| policy/legislative affairs | 0% | 0 | 0% | 0 | 3% | 8 | 0% | 0 | 0% | 1 | 0% | 0 | 0% | 0 | 1% | 5 | 1% | 2 |
| entry-level economic development staff | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 43 | 4% | 22 | 2% | 5 | 2% | 7 | 1% | 5 | 1% | 4 |
| administrative/support staff | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 1% | 8 | 1% | 2 | 1% | 4 | 1% | 3 | 1% | 4 |
| consultant | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 1% | 6 | 0% | 0 | 0% | 1 | 1% | 4 | 5% | 16 |
| other | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 4% | 23 | 4% | 9 | 7% | 21 | 6% | 21 | 6% | 20 |
| no answer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 7% | 40 | 5% | 11 | 8% | 24 | 12% | 43 | 11% | 37 |

Q17. How would you characterize the organizational level of this position?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| top management (C-suite) | 67% | 344 | 14% | 86 | 10% | 29 | 0% | 0 | 29% | 178 | 32% | 70 | 31% | 90 | 21% | 77 | 17% | 56 |
| senior management | 26% | 136 | 48% | 301 | 11% | 32 | 0% | 0 | 32% | 198 | 26% | 57 | 28% | 83 | 27% | 97 | 21% | 71 |
| middle management | 1% | 4 | 25% | 156 | 18% | 54 | 2% | 1 | 10% | 59 | 14% | 31 | 14% | 40 | 17% | 62 | 17% | 57 |
| first-level supervision or management | 2% | 9 | 7% | 45 | 14% | 41 | 7% | 3 | 4% | 27 | 5% | 12 | 6% | 18 | 7% | 26 | 12% | 41 |
| intermediate (experienced) | 3% | 14 | 6% | 35 | 41% | 120 | 44% | 19 | 14% | 85 | 15% | 33 | 11% | 32 | 13% | 47 | 17% | 58 |
| entry-level | 0% | 2 | 0% | 2 | 2% | 5 | 42% | 18 | 2% | 13 | 2% | 4 | 1% | 4 | 1% | 4 | 2% | 6 |
| technical contributor | 0% | 0 | 0% | 1 | 4% | 12 | 2% | 1 | 0% | 3 | 0% | 0 | 0% | 1 | 1% | 5 | 1% | 5 |
| other | 1% | 5 | 0% | 3 | 1% | 2 | 2% | 1 | 2% | 10 | 0% | 1 | 0% | 1 | 1% | 2 | 1% | 3 |
| no answer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 7% | 40 | 5% | 11 | 8% | 24 | 12% | 43 | 11% | 37 |
| no answer | 0% | 1 | 1% | 4 | 5% | 16 | 7% | 3 | 6% | 38 | 6% | 13 | 9% | 26 | 13% | 48 | 13% | 45 |

Q18. Which of these economic development activities do you manage or perform? Select all that apply

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals (multiple answers) | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| business retention and expansion | 89% | 460 | 122% | 766 | 59% | 175 | 60% | 26 | 78% | 477 | 78% | 171 | 68% | 200 | 52% | 190 | 70% | 234 |
| marketing | 82% | 424 | 62% | 391 | 36% | 107 | 58% | 25 | 70% | 428 | 73% | 159 | 62% | 182 | 42% | 154 | 35% | 116 |
| business recruitment | 84% | 431 | 64% | 404 | 52% | 153 | 42% | 18 | 71% | 434 | 72% | 158 | 63% | 184 | 47% | 169 | 43% | 145 |
| research/analysis | 60% | 310 | 50% | 317 | 41% | 121 | 53% | 23 | 49% | 301 | 53% | 117 | 49% | 145 | 42% | 154 | 42% | 139 |
| workforce development | 73% | 373 | 50% | 315 | 31% | 91 | 51% | 22 | 59% | 364 | 58% | 128 | 56% | 163 | 33% | 120 | 30% | 100 |
| property development/ redevelopment | 65% | 334 | 46% | 290 | 29% | 86 | 12% | 5 | 52% | 318 | 58% | 126 | 48% | 140 | 34% | 122 | 21% | 70 |
| small business support | 72% | 369 | 55% | 346 | 41% | 122 | 65% | 28 | 69% | 424 | 62% | 135 | 54% | 158 | 40% | 147 | 27% | 90 |
| entrepreneurial support | 69% | 353 | 49% | 310 | 39% | 116 | 58% | 25 | 63% | 385 | 54% | 118 | 51% | 148 | 39% | 140 | 26% | 87 |
| neighborhood/community development | 55% | 281 | 41% | 261 | 42% | 123 | 51% | 22 | 61% | 372 | 44% | 96 | 38% | 112 | 28% | 102 | 24% | 81 |
| grant writing | 52% | 269 | 38% | 238 | 23% | 69 | 49% | 21 | 50% | 307 | 42% | 93 | 31% | 91 | 28% | 102 | 18% | 61 |
| downtown development | 47% | 244 | 40% | 252 | 27% | 79 | 40% | 17 | 51% | 315 | 45% | 99 | 32% | 95 | 21% | 76 | 20% | 67 |
| provide loans and grants | 50% | 259 | 35% | 222 | 19% | 57 | 28% | 12 | 43% | 264 | 41% | 89 | 30% | 87 | 24% | 88 | 21% | 71 |
| technology economic development | 32% | 166 | 22% | 141 | 17% | 49 | 19% | 8 | 23% | 138 | 21% | 47 | 25% | 74 | 22% | 80 | 18% | 61 |
| tourism development or promotion | 37% | 189 | 25% | 159 | 12% | 36 | 47% | 20 | 41% | 253 | 28% | 62 | 19% | 57 | 12% | 43 | 10% | 32 |
| foreign direct investment (FDI) attraction | 35% | 182 | 27% | 169 | 19% | 55 | 14% | 6 | 19% | 115 | 24% | 53 | 32% | 94 | 24% | 88 | 26% | 86 |
| export/import assistance | 14% | 71 | 14% | 86 | 9% | 28 | 12% | 5 | 10% | 63 | 11% | 23 | 15% | 44 | 13% | 46 | 10% | 34 |
| government procurement | 20% | 103 | 17% | 108 | 10% | 29 | 14% | 6 | 17% | 106 | 18% | 40 | 15% | 45 | 12% | 44 | 11% | 36 |
| grant administration | 52% | 267 | 40% | 254 | 26% | 76 | 37% | 16 | 46% | 283 | 45% | 98 | 33% | 97 | 32% | 116 | 22% | 75 |
| diversity and inclusion | 35% | 182 | 29% | 185 | 23% | 67 | 23% | 10 | 29% | 176 | 26% | 58 | 28% | 82 | 26% | 95 | 23% | 77 |
| indicated at least one | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 93% | 573 | 95% | 208 | 92% | 269 | 88% | 320 | 89% | 297 |
| no answer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 7% | 40 | 5% | 11 | 8% | 24 | 12% | 43 | 11% | 37 |

## Table 057. Full-Time Status

## Results by Position and Population Served

Q19. Is your current position full-time (35 hours or more per week)?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| **base: industry professionals** | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| **yes** | 98% | 502 | 98% | 618 | 99% | 291 | 93% | 40 | 89% | 546 | 94% | 206 | 92% | 269 | 87% | 316 | 87% | 292 |
| **no** | 2% | 12 | 1% | 8 | 1% | 4 | 7% | 3 | 4% | 26 | 1% | 2 | 0% | 0 | 1% | 3 | 1% | 4 |
| **no answer** | 0% | 0 | 0% | 3 | 0% | 0 | 0% | 0 | 7% | 41 | 5% | 11 | 8% | 24 | 12% | 44 | 11% | 38 |

Q20. Is your current position year-round?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| yes | 99% | 511 | 100% | 626 | 99% | 291 | 98% | 42 | 93% | 570 | 94% | 205 | 91% | 268 | 88% | 318 | 88% | 294 |
| no | 0% | 1 | 0% | 3 | 1% | 2 | 2% | 1 | 0% | 2 | 1% | 3 | 0% | 1 | 0% | 1 | 0% | 1 |
| no answer | 0% | 2 | 0% | 0 | 1% | 2 | 0% | 0 | 7% | 41 | 5% | 11 | 8% | 24 | 12% | 44 | 12% | 39 |

## Table 059. Number Supervised

## Results by Position and Population Served

Q21. How many people do you currently directly or indirectly supervise (if any)?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| **base: industry professionals** | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| **50 or more** | 1% | 6 | 2% | 15 | 8% | 23 | 0% | 0 | 4% | 22 | 1% | 3 | 2% | 7 | 2% | 7 | 2% | 7 |
| **25 - 49** | 3% | 17 | 10% | 60 | 8% | 23 | 5% | 2 | 4% | 25 | 5% | 11 | 6% | 18 | 9% | 34 | 8% | 26 |
| **10 - 24** | 9% | 44 | 11% | 68 | 9% | 26 | 5% | 2 | 6% | 34 | 3% | 6 | 8% | 22 | 14% | 51 | 11% | 38 |
| **5 - 9** | 17% | 87 | 14% | 87 | 3% | 8 | 5% | 2 | 8% | 47 | 11% | 23 | 12% | 36 | 15% | 55 | 11% | 36 |
| **3 - 4** | 23% | 117 | 17% | 108 | 3% | 8 | 2% | 1 | 10% | 64 | 18% | 39 | 20% | 60 | 12% | 44 | 11% | 38 |
| **2** | 14% | 74 | 11% | 71 | 6% | 17 | 7% | 3 | 12% | 71 | 14% | 30 | 12% | 35 | 5% | 18 | 7% | 25 |
| **1** | 17% | 86 | 14% | 87 | 12% | 35 | 9% | 4 | 18% | 113 | 13% | 28 | 10% | 29 | 11% | 40 | 8% | 28 |
| **none** | 15% | 76 | 20% | 124 | 48% | 143 | 67% | 29 | 31% | 189 | 29% | 64 | 20% | 58 | 17% | 60 | 28% | 93 |
| **mean:** | | 5.3 | | 8.0 | | 8.7 | | 2.7 | | 5.8 | | 4.9 | | 6.9 | | 9.1 | | 7.5 |
| **standard error:** | | 0.4 | | 0.5 | | 0.9 | | 1.1 | | 0.5 | | 0.7 | | 0.7 | | 0.7 | | 0.7 |
| **median:** | | 3 | | 3 | | 0 | | 0 | | 1 | | 2 | | 3 | | 4 | | 2 |
| **no answer** | 1% | 7 | 1% | 9 | 4% | 12 | 0% | 0 | 8% | 48 | 7% | 15 | 10% | 28 | 15% | 54 | 13% | 43 |

Q22. Approximately how many years of experience in the field of economic development do you have?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| 30 years or more | 15% | 77 | 12% | 75 | 6% | 19 | 2% | 1 | 7% | 44 | 10% | 21 | 13% | 39 | 10% | 38 | 12% | 40 |
| 25 - 29 years | 12% | 64 | 8% | 52 | 2% | 6 | 0% | 0 | 5% | 31 | 10% | 22 | 6% | 18 | 7% | 26 | 10% | 34 |
| 20 - 24 years | 14% | 74 | 11% | 69 | 7% | 21 | 2% | 1 | 11% | 67 | 10% | 21 | 8% | 22 | 9% | 31 | 10% | 33 |
| 15 - 19 years | 14% | 74 | 13% | 80 | 19% | 55 | 2% | 1 | 13% | 77 | 10% | 22 | 16% | 47 | 12% | 44 | 11% | 36 |
| 10 - 14 years | 15% | 77 | 19% | 118 | 14% | 42 | 9% | 4 | 14% | 86 | 13% | 28 | 16% | 48 | 13% | 47 | 17% | 58 |
| 5 - 9 years | 19% | 98 | 24% | 148 | 24% | 72 | 16% | 7 | 24% | 149 | 22% | 48 | 18% | 52 | 22% | 80 | 17% | 56 |
| 3 - 4 years | 4% | 23 | 8% | 51 | 13% | 38 | 23% | 10 | 10% | 60 | 10% | 22 | 7% | 21 | 7% | 26 | 5% | 16 |
| 1 - 2 years | 4% | 19 | 4% | 24 | 9% | 28 | 40% | 17 | 7% | 45 | 9% | 19 | 6% | 17 | 5% | 17 | 5% | 16 |
| less than 1 year | 0% | 1 | 0% | 3 | 1% | 2 | 5% | 2 | 1% | 6 | 0% | 1 | 0% | 1 | 0% | 0 | 1% | 2 |
| mean: | | 17.5 | | 15.1 | | 11.6 | | 4.9 | | 12.9 | | 14.1 | | 15.1 | | 15.0 | | 16.3 |
| standard error: | | 0.5 | | 0.4 | | 0.5 | | 0.9 | | 0.4 | | 0.8 | | 0.7 | | 0.6 | | 0.6 |
| median: | | 16 | | 0 | | 10 | | 3 | | 10 | | 10 | | 13 | | 13 | | 14 |
| no answer | 1% | 7 | 1% | 9 | 4% | 12 | 0% | 0 | 8% | 48 | 7% | 15 | 10% | 28 | 15% | 54 | 13% | 43 |

Q23. How many years have you been in your current position?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| 30 years or more | 1% | 7 | 4% | 28 | 4% | 11 | 0% | 0 | 1% | 9 | 3% | 7 | 3% | 8 | 4% | 15 | 3% | 10 |
| 25 - 29 years | 1% | 7 | 1% | 9 | 1% | 3 | 0% | 0 | 1% | 4 | 2% | 4 | 1% | 2 | 1% | 4 | 2% | 6 |
| 20 - 24 years | 3% | 14 | 2% | 11 | 4% | 12 | 0% | 0 | 2% | 15 | 2% | 4 | 2% | 7 | 2% | 9 | 2% | 6 |
| 15 - 19 years | 5% | 26 | 5% | 32 | 2% | 7 | 2% | 1 | 3% | 21 | 3% | 7 | 5% | 15 | 5% | 17 | 3% | 11 |
| 10 - 14 years | 11% | 57 | 8% | 51 | 8% | 24 | 7% | 3 | 8% | 48 | 9% | 19 | 11% | 32 | 7% | 25 | 6% | 21 |
| 5 - 9 years | 28% | 146 | 25% | 155 | 25% | 73 | 9% | 4 | 26% | 159 | 21% | 47 | 22% | 63 | 21% | 77 | 24% | 81 |
| 3 - 4 years | 21% | 106 | 20% | 126 | 17% | 50 | 19% | 8 | 19% | 115 | 17% | 37 | 15% | 43 | 18% | 66 | 19% | 65 |
| 1 - 2 years | 26% | 134 | 30% | 187 | 33% | 97 | 51% | 22 | 29% | 175 | 31% | 68 | 31% | 92 | 25% | 91 | 25% | 83 |
| less than 1 year | 2% | 10 | 3% | 21 | 2% | 6 | 12% | 5 | 3% | 19 | 5% | 11 | 1% | 3 | 1% | 5 | 2% | 8 |
| mean: | | 6.6 | | 7.0 | | 7.0 | | 3.1 | | 6.0 | | 6.4 | | 6.8 | | 7.4 | | 6.9 |
| standard error: | | 0.3 | | 0.3 | | 0.5 | | 0.6 | | 0.3 | | 0.6 | | 0.5 | | 0.5 | | 0.5 |
| median: | | 5 | | 4 | | 4 | | 2 | | 4 | | 3 | | 4 | | 4 | | 4 |
| no answer | 1% | 7 | 1% | 9 | 4% | 12 | 0% | 0 | 8% | 48 | 7% | 15 | 10% | 28 | 15% | 54 | 13% | 43 |

Q24. For how many years were you in the economic development-related position you held prior to your current position?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| 40 years or more | 1% | 4 | 1% | 9 | 2% | 6 | 0% | 0 | 0% | 3 | 1% | 3 | 1% | 3 | 1% | 5 | 2% | 8 |
| 30 - 39 years | 3% | 15 | 3% | 17 | 1% | 3 | 0% | 0 | 2% | 13 | 2% | 4 | 2% | 5 | 3% | 10 | 2% | 6 |
| 20 - 29 years | 8% | 42 | 8% | 48 | 3% | 8 | 0% | 0 | 5% | 28 | 6% | 14 | 5% | 14 | 5% | 18 | 8% | 28 |
| 15 - 19 years | 6% | 31 | 6% | 40 | 4% | 11 | 5% | 2 | 3% | 18 | 8% | 18 | 6% | 19 | 6% | 20 | 5% | 16 |
| 10 - 14 years | 15% | 79 | 13% | 80 | 6% | 18 | 5% | 2 | 8% | 52 | 10% | 22 | 13% | 37 | 13% | 48 | 9% | 31 |
| 5 - 9 years | 28% | 144 | 23% | 147 | 28% | 84 | 12% | 5 | 25% | 153 | 19% | 41 | 24% | 71 | 21% | 75 | 23% | 78 |
| 3 - 4 years | 13% | 69 | 14% | 91 | 16% | 46 | 7% | 3 | 13% | 82 | 14% | 31 | 14% | 41 | 11% | 41 | 13% | 44 |
| 0 - 2 years | 21% | 110 | 27% | 169 | 34% | 100 | 63% | 27 | 32% | 194 | 30% | 66 | 23% | 67 | 22% | 79 | 22% | 75 |
| mean: | | 8.8 | | 8.5 | | 6.2 | | 2.7 | | 6.4 | | 7.9 | | 7.9 | | 8.7 | | 8.9 |
| standard error: | | 0.4 | | 0.4 | | 0.5 | | 0.7 | | 0.3 | | 0.6 | | 0.5 | | 0.5 | | 0.6 |
| median: | | 6 | | 5 | | 4 | | 0 | | 4 | | 5 | | 5 | | 6 | | 5 |
| no answer | 4% | 20 | 4% | 28 | 6% | 19 | 9% | 4 | 11% | 70 | 9% | 20 | 12% | 36 | 18% | 67 | 14% | 48 |

Q25. How would you characterize the organizational level of that prior position?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| top management (C-suite) | 26% | 135 | 11% | 70 | 4% | 13 | 2% | 1 | 14% | 84 | 16% | 34 | 14% | 41 | 10% | 35 | 10% | 33 |
| senior management | 30% | 156 | 20% | 126 | 6% | 19 | 0% | 0 | 18% | 109 | 20% | 44 | 19% | 55 | 19% | 70 | 15% | 50 |
| middle management | 14% | 74 | 26% | 163 | 22% | 66 | 7% | 3 | 16% | 101 | 16% | 34 | 20% | 58 | 19% | 68 | 21% | 71 |
| first-level supervision or management | 6% | 29 | 9% | 57 | 8% | 25 | 7% | 3 | 6% | 37 | 7% | 15 | 10% | 28 | 6% | 23 | 10% | 34 |
| intermediate (experienced) | 9% | 46 | 17% | 106 | 22% | 65 | 14% | 6 | 14% | 83 | 19% | 41 | 11% | 32 | 18% | 65 | 14% | 47 |
| entry-level | 4% | 23 | 7% | 45 | 20% | 59 | 40% | 17 | 13% | 79 | 5% | 12 | 9% | 26 | 6% | 20 | 9% | 31 |
| technical contributor | 1% | 7 | 1% | 5 | 2% | 6 | 0% | 0 | 1% | 6 | 1% | 2 | 2% | 5 | 1% | 2 | 1% | 4 |
| other | 4% | 22 | 6% | 35 | 5% | 14 | 14% | 6 | 7% | 42 | 6% | 13 | 4% | 12 | 4% | 15 | 4% | 13 |
| no answer | 4% | 22 | 3% | 22 | 9% | 28 | 16% | 7 | 12% | 72 | 11% | 24 | 12% | 36 | 18% | 65 | 15% | 51 |

Q26. What skills and/or qualifications does your current position require that your prior position did not?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: industry professionals (multiple answers) | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| supervisory | 48% | 248 | 43% | 270 | 25% | 74 | 16% | 7 | 40% | 243 | 34% | 74 | 36% | 105 | 31% | 114 | 31% | 105 |
| budgeting | 52% | 268 | 44% | 275 | 30% | 89 | 26% | 11 | 46% | 283 | 38% | 84 | 40% | 118 | 33% | 119 | 31% | 104 |
| strategic planning | 50% | 258 | 49% | 311 | 49% | 145 | 47% | 20 | 51% | 311 | 44% | 96 | 48% | 141 | 37% | 134 | 41% | 138 |
| human resources | 38% | 195 | 24% | 149 | 22% | 65 | 7% | 3 | 26% | 162 | 19% | 42 | 28% | 83 | 24% | 88 | 21% | 69 |
| technology/software | 22% | 114 | 20% | 127 | 22% | 65 | 16% | 7 | 21% | 129 | 16% | 34 | 18% | 52 | 20% | 72 | 19% | 63 |
| certification | 21% | 110 | 21% | 130 | 12% | 34 | 23% | 10 | 21% | 130 | 17% | 37 | 18% | 52 | 12% | 43 | 16% | 53 |
| advanced degree | 21% | 106 | 20% | 124 | 23% | 69 | 23% | 10 | 23% | 139 | 12% | 27 | 15% | 43 | 17% | 60 | 20% | 67 |
| other | 5% | 25 | 4% | 23 | 5% | 16 | 12% | 5 | 5% | 32 | 4% | 8 | 6% | 18 | 4% | 16 | 5% | 16 |
| indicated at least one | 72% | 372 | 76% | 480 | 71% | 210 | 81% | 35 | 70% | 429 | 63% | 138 | 71% | 207 | 67% | 242 | 65% | 216 |
| none of these | 24% | 121 | 20% | 123 | 18% | 52 | 7% | 3 | 19% | 117 | 26% | 58 | 15% | 44 | 15% | 55 | 19% | 65 |
| no answer | 4% | 21 | 4% | 26 | 11% | 33 | 12% | 5 | 11% | 67 | 11% | 23 | 14% | 42 | 18% | 66 | 16% | 53 |

## Table 065. Annual Base Salary

**Results by Position and Population Served**

Q27. As of November 1, 2021, what was your annual base salary?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: full-time/year-round industry professionals | 100% | 499 | 100% | 616 | 100% | 287 | 100% | 40 | 100% | 544 | 100% | 203 | 100% | 268 | 100% | 315 | 100% | 289 |
| $150,000 or more | 21% | 106 | 11% | 66 | 11% | 31 | 0% | 0 | 7% | 38 | 11% | 22 | 19% | 51 | 17% | 52 | 17% | 50 |
| $125,000 - $149,999 | 14% | 68 | 11% | 68 | 2% | 5 | 0% | 0 | 6% | 33 | 8% | 17 | 14% | 37 | 11% | 34 | 8% | 24 |
| $100,000 - $124,999 | 17% | 84 | 21% | 131 | 10% | 30 | 5% | 2 | 17% | 95 | 19% | 38 | 14% | 37 | 12% | 39 | 20% | 58 |
| $75,000 - $99,999 | 22% | 111 | 28% | 172 | 26% | 75 | 15% | 6 | 25% | 137 | 29% | 58 | 22% | 59 | 27% | 84 | 22% | 64 |
| $60,000 - $74,999 | 13% | 65 | 13% | 81 | 26% | 74 | 25% | 10 | 22% | 119 | 14% | 28 | 16% | 42 | 16% | 49 | 12% | 35 |
| $50,000 - $59,999 | 7% | 34 | 7% | 43 | 12% | 34 | 15% | 6 | 9% | 50 | 9% | 18 | 8% | 21 | 7% | 21 | 11% | 31 |
| $40,000 - $49,999 | 2% | 10 | 3% | 18 | 6% | 16 | 15% | 6 | 5% | 28 | 6% | 13 | 3% | 9 | 4% | 14 | 2% | 6 |
| $30,000 - $39,999 | 1% | 4 | 1% | 5 | 1% | 2 | 20% | 8 | 3% | 14 | 1% | 2 | 1% | 3 | 1% | 4 | 0% | 1 |
| less than $30,000 | 0% | 2 | 1% | 8 | 1% | 2 | 5% | 2 | 2% | 9 | 0% | 1 | 1% | 3 | 2% | 5 | 1% | 3 |
| mean ($000): | | 117.0 | | 103.7 | | 91.8 | | 57.3 | | 88.3 | | 99.8 | | 113.2 | | 108.3 | | 111.7 |
| standard error: | | 2.9 | | 2.6 | | 5.6 | | 1.0 | | 2.5 | | 4.6 | | 6.5 | | 4.2 | | 4.2 |
| standard deviation: | | 64.0 | | 64.4 | | 91.9 | | 21.9 | | 57.9 | | 61.3 | | 86.4 | | 73.4 | | 69.8 |
| 10th percentile | | 58.7 | | 55.0 | | 51.8 | | 36.2 | | 50.0 | | 52.0 | | 55.0 | | 53.3 | | 54.0 |
| 25th percentile | | 75.0 | | 72.0 | | 60.0 | | 40.3 | | 62.0 | | 67.5 | | 67.9 | | 68.1 | | 70.0 |
| 50th percentile | | 103.0 | | 92.9 | | 75.0 | | 53.0 | | 80.0 | | 90.0 | | 96.5 | | 90.9 | | 95.5 |
| 75th percentile | | 142.3 | | 120.0 | | 99.0 | | 70.0 | | 106.0 | | 116.0 | | 135.0 | | 130.0 | | 132.6 |
| 90th percentile | | 182.7 | | 150.0 | | 150.0 | | 80.2 | | 135.0 | | 150.8 | | 170.0 | | 174.0 | | 179.6 |
| n: | | 484 | | 592 | | 269 | | 40 | | 523 | | 197 | | 262 | | 302 | | 272 |
| no answer | 3% | 15 | 4% | 24 | 6% | 18 | 0% | 0 | 4% | 21 | 3% | 6 | 2% | 6 | 4% | 13 | 6% | 17 |

## Table 066. Change in Base Salary

## Results by Position and Population Served

Q28-29. Were you in this position one year ago and has your annual base salary changed since then (if at all)?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: full-time/year-round industry professionals | 100% | 499 | 100% | 616 | 100% | 287 | 100% | 40 | 100% | 544 | 100% | 203 | 100% | 268 | 100% | 315 | 100% | 289 |
| increased | 60% | 298 | 66% | 404 | 68% | 195 | 48% | 19 | 62% | 336 | 68% | 139 | 65% | 175 | 65% | 206 | 58% | 167 |
| by 20% or more | 5% | 27 | 5% | 33 | 3% | 9 | 3% | 1 | 4% | 21 | 5% | 10 | 3% | 9 | 7% | 22 | 6% | 17 |
| by 10% - 19% | 8% | 38 | 11% | 67 | 8% | 24 | 10% | 4 | 8% | 42 | 10% | 20 | 11% | 30 | 10% | 30 | 14% | 40 |
| by 1% to 9% | 47% | 233 | 49% | 304 | 56% | 162 | 35% | 14 | 50% | 273 | 54% | 109 | 51% | 136 | 49% | 154 | 38% | 110 |
| no change | 30% | 148 | 25% | 153 | 21% | 59 | 38% | 15 | 27% | 145 | 23% | 46 | 24% | 63 | 25% | 80 | 30% | 86 |
| decreased | 6% | 30 | 5% | 31 | 6% | 17 | 10% | 4 | 7% | 38 | 5% | 10 | 7% | 20 | 4% | 14 | 7% | 19 |
| by 1% to 9% | 5% | 27 | 4% | 27 | 4% | 11 | 5% | 2 | 5% | 28 | 4% | 9 | 6% | 16 | 4% | 13 | 5% | 15 |
| by 10% or more | 1% | 3 | 1% | 4 | 2% | 6 | 5% | 2 | 2% | 10 | 0% | 1 | 1% | 4 | 0% | 1 | 1% | 4 |
| no answer | 5% | 23 | 5% | 28 | 6% | 16 | 5% | 2 | 5% | 25 | 4% | 8 | 4% | 10 | 5% | 15 | 6% | 17 |

Q30. What factors are considered when your organization reviews/adjusts base salary for this position?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 499 | 100% | 616 | 100% | 287 | 100% | 40 | 100% | 544 | 100% | 203 | 100% | 268 | 100% | 315 | 100% | 289 |
| city/state/provincial government determines the amount | 22% | 108 | 33% | 201 | 32% | 91 | 33% | 13 | 33% | 178 | 33% | 68 | 27% | 73 | 22% | 69 | 23% | 67 |
| cost of living | 44% | 222 | 46% | 285 | 38% | 109 | 40% | 16 | 45% | 246 | 44% | 89 | 42% | 113 | 43% | 135 | 41% | 118 |
| discretionary | 30% | 149 | 22% | 133 | 13% | 38 | 5% | 2 | 19% | 102 | 24% | 49 | 24% | 64 | 22% | 69 | 25% | 71 |
| performance: organization | 59% | 293 | 36% | 221 | 26% | 74 | 35% | 14 | 36% | 196 | 41% | 83 | 44% | 118 | 45% | 143 | 43% | 123 |
| performance: department | 12% | 58 | 29% | 181 | 23% | 67 | 20% | 8 | 15% | 79 | 20% | 41 | 20% | 53 | 30% | 95 | 29% | 85 |
| performance: personal | 46% | 231 | 48% | 294 | 48% | 139 | 40% | 16 | 42% | 229 | 47% | 96 | 51% | 136 | 49% | 154 | 53% | 152 |
| profit/funds/budget considerations | 42% | 209 | 32% | 198 | 33% | 94 | 20% | 8 | 32% | 175 | 33% | 68 | 33% | 89 | 38% | 120 | 35% | 100 |
| seniority/longevity | 14% | 71 | 16% | 101 | 25% | 73 | 13% | 5 | 17% | 95 | 18% | 36 | 18% | 48 | 16% | 51 | 17% | 50 |
| union | 0% | 2 | 3% | 16 | 5% | 13 | 8% | 3 | 3% | 18 | 0% | 1 | 3% | 8 | 3% | 9 | 3% | 8 |
| other | 6% | 29 | 3% | 21 | 2% | 5 | 10% | 4 | 5% | 28 | 4% | 9 | 6% | 16 | 2% | 6 | 3% | 10 |
| indicated at least one | 92% | 461 | 91% | 558 | 88% | 253 | 90% | 36 | 89% | 486 | 92% | 187 | 92% | 247 | 91% | 288 | 90% | 259 |
| don't know | 3% | 16 | 4% | 26 | 2% | 7 | 10% | 4 | 5% | 27 | 4% | 9 | 3% | 7 | 3% | 10 | 3% | 9 |
| no answer | 4% | 22 | 5% | 32 | 9% | 27 | 0% | 0 | 6% | 31 | 3% | 7 | 5% | 14 | 5% | 17 | 7% | 21 |

## Table 068. Other Compensation Eligibility and Factors

## Results by Position and Population Served

Q31-32. Were you eligible to receive cash compensation beyond base salary in the year prior to November 1, 2021? If so, what factors are considered when adjusting base salary for this position?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 499 | 100% | 616 | 100% | 287 | 100% | 40 | 100% | 544 | 100% | 203 | 100% | 268 | 100% | 315 | 100% | 289 |
| eligible | 50% | 249 | 46% | 283 | 49% | 142 | 43% | 17 | 39% | 210 | 44% | 89 | 47% | 126 | 57% | 179 | 61% | 176 |
| performance:organization | 33% | 166 | 24% | 148 | 17% | 48 | 8% | 3 | 15% | 80 | 23% | 46 | 25% | 66 | 31% | 98 | 40% | 117 |
| performance: department | 7% | 34 | 20% | 121 | 26% | 75 | 13% | 5 | 11% | 62 | 11% | 22 | 15% | 39 | 20% | 63 | 28% | 81 |
| performance: personal | 27% | 134 | 28% | 173 | 31% | 88 | 18% | 7 | 19% | 106 | 20% | 40 | 30% | 80 | 35% | 111 | 40% | 117 |
| discretionary | 18% | 90 | 15% | 95 | 11% | 32 | 13% | 5 | 9% | 51 | 17% | 34 | 16% | 42 | 17% | 54 | 22% | 63 |
| other benefits received | 6% | 31 | 5% | 30 | 8% | 22 | 13% | 5 | 7% | 37 | 7% | 14 | 4% | 12 | 8% | 25 | 5% | 14 |
| other | 6% | 28 | 4% | 22 | 1% | 3 | 5% | 2 | 5% | 27 | 5% | 11 | 3% | 9 | 3% | 9 | 3% | 9 |
| indicated at least one | 49% | 243 | 44% | 272 | 47% | 135 | 40% | 16 | 37% | 201 | 42% | 86 | 46% | 123 | 54% | 169 | 60% | 172 |
| don't know | 1% | 5 | 2% | 11 | 2% | 6 | 0% | 0 | 1% | 8 | 1% | 3 | 1% | 3 | 3% | 8 | 1% | 4 |
| no answer | 0% | 1 | 0% | 0 | 0% | 1 | 3% | 1 | 0% | 1 | 0% | 0 | 0% | 0 | 1% | 2 | 0% | 0 |
| not eligible | 45% | 226 | 48% | 295 | 42% | 120 | 58% | 23 | 55% | 299 | 53% | 107 | 48% | 129 | 38% | 119 | 30% | 88 |
| no answer | 5% | 24 | 6% | 38 | 9% | 25 | 0% | 0 | 6% | 35 | 3% | 7 | 5% | 13 | 5% | 17 | 9% | 25 |

## Table 069. Total Compensation

## Results by Position and Population Served

Q33. How much cash compensation beyond your base salary did you receive in the year prior to November 1, 2021?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: full-time/year-round industry professionals | 100% | 499 | 100% | 616 | 100% | 287 | 100% | 40 | 100% | 544 | 100% | 203 | 100% | 268 | 100% | 315 | 100% | 289 |
| $20,000 or more | 15% | 73 | 11% | 66 | 15% | 44 | 3% | 1 | 11% | 59 | 11% | 23 | 13% | 34 | 12% | 38 | 15% | 42 |
| $10,000 - $19,999 | 13% | 63 | 9% | 54 | 1% | 4 | 0% | 0 | 5% | 29 | 7% | 15 | 7% | 20 | 11% | 34 | 10% | 30 |
| $7,500 - $9,999 | 3% | 16 | 3% | 17 | 2% | 6 | 0% | 0 | 3% | 14 | 3% | 6 | 1% | 4 | 2% | 7 | 5% | 14 |
| $5,000 - $7,499 | 5% | 25 | 7% | 42 | 8% | 22 | 3% | 1 | 4% | 21 | 6% | 13 | 7% | 18 | 7% | 22 | 9% | 26 |
| $4,000 - $4,999 | 2% | 10 | 2% | 10 | 1% | 4 | 0% | 0 | 2% | 9 | 2% | 4 | 2% | 5 | 1% | 4 | 1% | 4 |
| $3,000 - $3,999 | 2% | 12 | 2% | 12 | 2% | 6 | 3% | 1 | 1% | 7 | 2% | 5 | 2% | 6 | 4% | 13 | 2% | 6 |
| $2,000 - $2,999 | 2% | 12 | 4% | 23 | 2% | 5 | 3% | 1 | 2% | 13 | 3% | 7 | 3% | 7 | 3% | 9 | 5% | 15 |
| $1,000 - $1,999 | 3% | 17 | 4% | 25 | 5% | 15 | 8% | 3 | 3% | 19 | 4% | 9 | 7% | 18 | 5% | 16 | 3% | 9 |
| less than $1,000 | 1% | 3 | 3% | 16 | 4% | 12 | 10% | 4 | 3% | 17 | 2% | 4 | 2% | 5 | 3% | 10 | 3% | 10 |
| $0 | 31% | 155 | 33% | 203 | 30% | 86 | 35% | 14 | 38% | 208 | 36% | 74 | 31% | 82 | 29% | 90 | 23% | 66 |
| mean ($000): | | 16.7 | | 11.3 | | 11.4 | | 4.4 | | 10.8 | | 10.3 | | 12.9 | | 12.7 | | 14.9 |
| standard error: | | 2.0 | | 1.2 | | 2.8 | | 1.0 | | 1.8 | | 1.9 | | 2.6 | | 1.8 | | 2.5 |
| standard deviation: | | 39.5 | | 25.2 | | 40.1 | | 18.7 | | 35.8 | | 22.7 | | 31.4 | | 28.0 | | 36.6 |
| 10th percentile | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 |
| 25th percentile | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 |
| 50th percentile | | 3.2 | | 1.2 | | 1.0 | | 0.0 | | 0.0 | | 1.0 | | 1.3 | | 2.5 | | 5.0 |
| 75th percentile | | 14.5 | | 10.0 | | 8.1 | | 1.0 | | 7.5 | | 8.6 | | 10.0 | | 10.0 | | 13.2 |
| 90th percentile | | 42.5 | | 30.0 | | 20.0 | | 2.6 | | 20.0 | | 29.1 | | 26.4 | | 32.0 | | 50.0 |
| n: | | 386 | | 468 | | 204 | | 25 | | 396 | | 160 | | 199 | | 243 | | 222 |
| no answer | 23% | 113 | 24% | 148 | 29% | 83 | 38% | 15 | 27% | 148 | 21% | 43 | 26% | 69 | 23% | 72 | 23% | 67 |

## Table 070. Employment Contract

**Results by Position and Population Served**

Q34-35. Is your employment on a contract basis? If yes, what is the term of your current contract?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: full-time/year-round industry professionals | 100% | 499 | 100% | 616 | 100% | 287 | 100% | 40 | 100% | 544 | 100% | 203 | 100% | 268 | 100% | 315 | 100% | 289 |
| employed on a contract basis | 27% | 135 | 18% | 108 | 25% | 72 | 30% | 12 | 25% | 134 | 17% | 34 | 24% | 63 | 24% | 76 | 16% | 47 |
| 10 years or more | 3% | 13 | 2% | 11 | 1% | 3 | 0% | 0 | 2% | 9 | 1% | 3 | 2% | 5 | 2% | 7 | 2% | 6 |
| 8 - 9 years | 0% | 2 | 1% | 5 | 1% | 4 | 0% | 0 | 0% | 2 | 0% | 0 | 2% | 5 | 1% | 3 | 1% | 2 |
| 6 - 7 years | 1% | 3 | 4% | 22 | 3% | 10 | 5% | 2 | 2% | 9 | 3% | 7 | 2% | 6 | 3% | 8 | 2% | 7 |
| 4 - 5 years | 4% | 19 | 4% | 23 | 13% | 37 | 3% | 1 | 7% | 38 | 1% | 3 | 7% | 18 | 6% | 20 | 3% | 8 |
| 3 years | 9% | 46 | 4% | 26 | 2% | 6 | 5% | 2 | 6% | 30 | 3% | 7 | 5% | 14 | 5% | 17 | 6% | 17 |
| 2 years | 3% | 15 | 1% | 4 | 1% | 4 | 5% | 2 | 2% | 10 | 2% | 4 | 2% | 6 | 2% | 5 | 1% | 3 |
| 1 year | 6% | 30 | 2% | 15 | 2% | 6 | 8% | 3 | 6% | 30 | 3% | 6 | 3% | 8 | 5% | 16 | 1% | 2 |
| less than 1 year | 1% | 4 | 0% | 1 | 1% | 2 | 5% | 2 | 1% | 4 | 1% | 2 | 0% | 1 | 0% | 0 | 1% | 2 |
| no contract length specified | 1% | 3 | 0% | 1 | 0% | 0 | 0% | 0 | 0% | 2 | 1% | 2 | 0% | 0 | 0% | 0 | 0% | 0 |
| mean (years): | | 5.0 | | 4.2 | | 4.2 | | 5.8 | | 4.9 | | 4.8 | | 4.4 | | 4.5 | | 4.2 |
| standard error: | | 0.2 | | 0.2 | | 0.2 | | 0.5 | | 0.2 | | 0.4 | | 0.2 | | 0.2 | | 0.3 |
| median: | | 5 | | 4 | | 4 | | 6 | | 5 | | 5 | | 4 | | 4.5 | | 5 |
| not employed on a contract basis | 68% | 341 | 77% | 472 | 67% | 192 | 68% | 27 | 70% | 379 | 79% | 161 | 71% | 191 | 70% | 222 | 76% | 219 |
| no answer | 5% | 23 | 6% | 36 | 8% | 23 | 3% | 1 | 6% | 31 | 4% | 8 | 5% | 14 | 5% | 17 | 8% | 23 |

Q36. What types of medical coverage does your employer currently offer?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 499 | 100% | 616 | 100% | 287 | 100% | 40 | 100% | 544 | 100% | 203 | 100% | 268 | 100% | 315 | 100% | 289 |
| Preferred Provider Organization (PPO) | 60% | 301 | 72% | 442 | 59% | 168 | 55% | 22 | 54% | 292 | 70% | 143 | 69% | 185 | 70% | 221 | 70% | 203 |
| Health Maintenance Organization (HMO) | 16% | 79 | 33% | 202 | 38% | 108 | 33% | 13 | 23% | 124 | 26% | 52 | 26% | 69 | 34% | 107 | 34% | 98 |
| cash/stipend | 10% | 52 | 6% | 40 | 8% | 23 | 10% | 4 | 10% | 54 | 9% | 18 | 7% | 18 | 6% | 18 | 6% | 17 |
| traditional fee for service | 4% | 22 | 7% | 43 | 9% | 26 | 5% | 2 | 4% | 24 | 7% | 15 | 6% | 15 | 9% | 27 | 8% | 22 |
| other | 3% | 15 | 3% | 19 | 2% | 6 | 8% | 3 | 4% | 24 | 3% | 6 | 3% | 8 | 3% | 8 | 2% | 6 |
| indicated at least one | 83% | 412 | 93% | 575 | 90% | 259 | 90% | 36 | 84% | 456 | 91% | 185 | 92% | 246 | 93% | 293 | 89% | 256 |
| no medical coverage offered | 13% | 65 | 1% | 7 | 1% | 2 | 8% | 3 | 10% | 53 | 6% | 12 | 3% | 9 | 2% | 5 | 3% | 10 |
| no answer | 4% | 22 | 6% | 34 | 9% | 26 | 3% | 1 | 6% | 35 | 3% | 6 | 5% | 13 | 5% | 17 | 8% | 23 |

## Table 072. Retirement Plan

## Results by Position and Population Served

Q37. What retirement plans does your employer currently offer?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 499 | 100% | 616 | 100% | 287 | 100% | 40 | 100% | 544 | 100% | 203 | 100% | 268 | 100% | 315 | 100% | 289 |
| defined contribution plan | 27% | 137 | 41% | 254 | 35% | 101 | 25% | 10 | 24% | 128 | 34% | 70 | 34% | 90 | 44% | 139 | 48% | 138 |
| state/provincial/government retirement system | 30% | 152 | 44% | 273 | 53% | 151 | 45% | 18 | 45% | 246 | 43% | 87 | 41% | 110 | 38% | 119 | 30% | 87 |
| defined benefit (pension) plan | 7% | 34 | 21% | 127 | 22% | 64 | 13% | 5 | 11% | 58 | 14% | 29 | 16% | 43 | 22% | 69 | 21% | 62 |
| SEP IRA | 13% | 64 | 5% | 28 | 5% | 14 | 0% | 0 | 6% | 32 | 9% | 18 | 8% | 21 | 8% | 25 | 6% | 16 |
| matching IRA/Keogh | 16% | 81 | 15% | 94 | 12% | 34 | 8% | 3 | 13% | 71 | 17% | 34 | 14% | 38 | 15% | 46 | 18% | 52 |
| other | 5% | 24 | 3% | 16 | 3% | 8 | 8% | 3 | 4% | 21 | 5% | 10 | 4% | 10 | 2% | 7 | 3% | 10 |
| indicated at least one | 81% | 406 | 93% | 571 | 92% | 263 | 83% | 33 | 83% | 452 | 91% | 184 | 91% | 244 | 93% | 292 | 89% | 256 |
| no retirement plan offered | 14% | 71 | 2% | 10 | 0% | 1 | 13% | 5 | 10% | 57 | 6% | 13 | 4% | 10 | 2% | 7 | 4% | 11 |
| no answer | 4% | 22 | 6% | 35 | 8% | 23 | 5% | 2 | 6% | 35 | 3% | 6 | 5% | 14 | 5% | 16 | 8% | 22 |

## Table 073. Weeks of Paid Time Off

## Results by Position and Population Served

Q38. Annually, how many weeks of non-holiday PTO do you qualify for?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: full-time/year-round industry professionals | 100% | 499 | 100% | 616 | 100% | 287 | 100% | 40 | 100% | 544 | 100% | 203 | 100% | 268 | 100% | 315 | 100% | 289 |
| 7 or more | 10% | 49 | 12% | 73 | 8% | 23 | 10% | 4 | 10% | 52 | 12% | 24 | 9% | 23 | 11% | 36 | 13% | 37 |
| 6 | 10% | 51 | 10% | 64 | 11% | 31 | 8% | 3 | 8% | 43 | 14% | 29 | 12% | 32 | 9% | 28 | 10% | 29 |
| 5 | 18% | 88 | 14% | 89 | 11% | 31 | 10% | 4 | 12% | 63 | 13% | 26 | 15% | 39 | 19% | 61 | 16% | 47 |
| 4 | 24% | 122 | 21% | 129 | 18% | 53 | 18% | 7 | 22% | 117 | 18% | 36 | 20% | 54 | 23% | 74 | 24% | 69 |
| 3 | 17% | 85 | 15% | 95 | 21% | 60 | 10% | 4 | 20% | 111 | 19% | 39 | 19% | 50 | 11% | 36 | 12% | 34 |
| 2 | 11% | 53 | 17% | 106 | 19% | 55 | 33% | 13 | 17% | 93 | 18% | 36 | 15% | 40 | 14% | 44 | 14% | 41 |
| 1 | 2% | 12 | 2% | 10 | 1% | 3 | 5% | 2 | 3% | 16 | 1% | 2 | 1% | 3 | 3% | 9 | 0% | 1 |
| Less than 1 | 0% | 2 | 0% | 2 | 0% | 1 | 3% | 1 | 0% | 2 | 0% | 0 | 0% | 1 | 1% | 4 | 0% | 0 |
| none | 1% | 6 | 0% | 1 | 0% | 1 | 5% | 2 | 2% | 12 | 0% | 1 | 1% | 3 | 0% | 1 | 0% | 1 |
| mean: | | 4.5 | | 4.6 | | 4.4 | | 3.7 | | 3.9 | | 4.5 | | 4.4 | | 4.5 | | 4.8 |
| standard error: | | 0.1 | | 0.2 | | 0.2 | | 0.4 | | 0.2 | | 0.1 | | 0.1 | | 0.2 | | 0.3 |
| median: | | 4.2 | | 4.1 | | 3.9 | | 3.1 | | 3.8 | | 4.0 | | 4.0 | | 4.8 | | 4.5 |
| no answer | 6% | 31 | 8% | 47 | 10% | 29 | 0% | 0 | 6% | 35 | 5% | 10 | 9% | 23 | 7% | 22 | 10% | 30 |

| *2021 values converted to weeks using scale below: | |
|---|---|
| 7 weeks | 35+ days |
| 6 weeks | 30-34 days |
| 5 weeks | 25-29 days |
| 4 weeks | 20-24 days |
| 3 weeks | 15-19 days |
| 2 weeks | 10-14 days |
| 1 week | 5-9 days |
| less than 1 week | 1-4 days |

Q39. How many holidays does your organization observe (if any)?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: full-time/year-round industry professionals | 100% | 499 | 100% | 616 | 100% | 287 | 100% | 40 | 100% | 544 | 100% | 203 | 100% | 268 | 100% | 315 | 100% | 289 |
| 10+ | 70% | 347 | 70% | 432 | 70% | 201 | 65% | 26 | 70% | 379 | 72% | 147 | 69% | 185 | 70% | 219 | 67% | 193 |
| 9 | 7% | 34 | 6% | 35 | 5% | 14 | 10% | 4 | 7% | 40 | 6% | 12 | 5% | 13 | 7% | 21 | 7% | 19 |
| 8 | 7% | 33 | 8% | 49 | 7% | 19 | 8% | 3 | 6% | 35 | 7% | 15 | 9% | 25 | 7% | 22 | 6% | 18 |
| 7 | 5% | 27 | 3% | 21 | 3% | 10 | 5% | 2 | 5% | 26 | 3% | 7 | 4% | 10 | 3% | 11 | 3% | 10 |
| 6 | 3% | 13 | 2% | 15 | 2% | 7 | 0% | 0 | 2% | 12 | 2% | 5 | 3% | 8 | 2% | 7 | 2% | 7 |
| 5 | 2% | 11 | 2% | 11 | 2% | 7 | 8% | 3 | 2% | 12 | 2% | 4 | 1% | 3 | 2% | 7 | 4% | 12 |
| 1-4 | 1% | 3 | 1% | 5 | 1% | 2 | 5% | 2 | 1% | 5 | 0% | 0 | 1% | 2 | 2% | 5 | 0% | 0 |
| 0 | 1% | 4 | 0% | 1 | 0% | 0 | 0% | 0 | 0% | 2 | 1% | 2 | 0% | 1 | 0% | 0 | 0% | 0 |
| no answer | 5% | 27 | 8% | 47 | 9% | 27 | 0% | 0 | 6% | 33 | 5% | 11 | 8% | 21 | 7% | 23 | 10% | 30 |

## Table 075. Remote / Telework

## Results by Position and Population Served

Q40-41. Does your employer offer a permanent remote/telework option, either full or part time?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: full-time/year-round industry professionals | 100% | 499 | 100% | 616 | 100% | 287 | 100% | 40 | 100% | 544 | 100% | 203 | 100% | 268 | 100% | 315 | 100% | 289 |
| yes | 25% | 123 | 29% | 178 | 34% | 98 | 28% | 11 | 20% | 108 | 28% | 56 | 20% | 54 | 38% | 120 | 46% | 134 |
| full-time | 14% | 69 | 17% | 106 | 21% | 60 | 20% | 8 | 10% | 56 | 17% | 35 | 9% | 25 | 23% | 72 | 33% | 95 |
| part-time | 11% | 53 | 12% | 72 | 13% | 36 | 8% | 3 | 9% | 50 | 10% | 21 | 10% | 28 | 15% | 48 | 13% | 39 |
| remote/telework option, but type not specified | 0% | 1 | 0% | 0 | 1% | 2 | 0% | 0 | 0% | 2 | 0% | 0 | 0% | 1 | 0% | 0 | 0% | 0 |
| no | 70% | 351 | 64% | 396 | 57% | 164 | 70% | 28 | 74% | 404 | 68% | 138 | 72% | 194 | 56% | 176 | 44% | 128 |
| no answer | 5% | 25 | 7% | 42 | 9% | 25 | 3% | 1 | 6% | 32 | 4% | 9 | 7% | 20 | 6% | 19 | 9% | 27 |

Q42. Which of these other benefits does your employer offer (whether you use them or not)? select all that apply

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 499 | 100% | 616 | 100% | 287 | 100% | 40 | 100% | 544 | 100% | 203 | 100% | 268 | 100% | 315 | 100% | 289 |
| car allowance | 27% | 135 | 19% | 120 | 21% | 59 | 10% | 4 | 22% | 118 | 23% | 47 | 24% | 65 | 22% | 69 | 15% | 42 |
| cell phone | 70% | 349 | 66% | 409 | 49% | 142 | 43% | 17 | 59% | 322 | 66% | 134 | 67% | 180 | 65% | 204 | 60% | 173 |
| childcare allowance | 1% | 6 | 6% | 3t8 | 6% | 16 | 8% | 3 | 2% | 11 | 5% | 11 | 4% | 11 | 7% | 23 | 5% | 15 |
| company car | 16% | 80 | 14% | 89 | 17% | 50 | 13% | 5 | 15% | 84 | 14% | 28 | 15% | 41 | 16% | 51 | 14% | 41 |
| country/recreational club membership | 13% | 67 | 7% | 43 | 11% | 32 | 8% | 3 | 9% | 47 | 12% | 25 | 13% | 34 | 10% | 30 | 7% | 21 |
| employee assistance program | 22% | 109 | 40% | 248 | 35% | 100 | 30% | 12 | 28% | 151 | 35% | 71 | 31% | 82 | 35% | 109 | 40% | 115 |
| flex-time | 39% | 195 | 38% | 231 | 40% | 116 | 25% | 10 | 38% | 206 | 36% | 74 | 40% | 108 | 39% | 122 | 36% | 104 |
| funding/time-off for professional development | 62% | 307 | 59% | 364 | 50% | 143 | 55% | 22 | 55% | 300 | 64% | 129 | 59% | 159 | 57% | 179 | 51% | 146 |
| further education financing | 24% | 122 | 27% | 167 | 21% | 59 | 20% | 8 | 24% | 129 | 31% | 62 | 27% | 73 | 23% | 73 | 27% | 77 |
| technology allowance | 9% | 45 | 13% | 83 | 9% | 26 | 8% | 3 | 9% | 49 | 8% | 17 | 12% | 32 | 10% | 32 | 15% | 44 |
| mileage reimbursement | 66% | 329 | 60% | 370 | 59% | 168 | 50% | 20 | 62% | 339 | 68% | 139 | 60% | 160 | 58% | 182 | 57% | 165 |
| moving expenses | 16% | 82 | 10% | 62 | 16% | 45 | 8% | 3 | 14% | 77 | 11% | 23 | 12% | 32 | 13% | 42 | 11% | 32 |
| free or reduced parking | 24% | 122 | 34% | 208 | 27% | 77 | 18% | 7 | 18% | 96 | 28% | 57 | 30% | 80 | 38% | 119 | 37% | 106 |
| professional association dues | 67% | 334 | 56% | 345 | 39% | 111 | 20% | 8 | 56% | 307 | 60% | 122 | 56% | 150 | 52% | 165 | 46% | 132 |
| spouse travel expenses | 1% | 5 | 2% | 13 | 3% | 10 | 3% | 1 | 1% | 5 | 2% | 5 | 1% | 4 | 3% | 11 | 2% | 7 |
| stock options | 0% | 1 | 3% | 17 | 2% | 7 | 5% | 2 | 1% | 5 | 0% | 1 | 2% | 5 | 3% | 9 | 4% | 11 |
| thrift/savings plan | 5% | 23 | 7% | 41 | 8% | 23 | 8% | 3 | 5% | 26 | 8% | 16 | 6% | 17 | 4% | 14 | 9% | 26 |
| free or reduced transit fees | 1% | 6 | 7% | 45 | 12% | 34 | 13% | 5 | 2% | 10 | 2% | 5 | 6% | 16 | 11% | 34 | 12% | 36 |
| use of organization credit card | 56% | 278 | 39% | 239 | 27% | 78 | 30% | 12 | 45% | 244 | 45% | 91 | 44% | 119 | 36% | 113 | 34% | 99 |
| wellness/fitness program | 16% | 79 | 25% | 151 | 36% | 103 | 23% | 9 | 24% | 129 | 32% | 65 | 27% | 72 | 18% | 56 | 25% | 72 |
| other | 2% | 12 | 1% | 9 | 0% | 0 | 0% | 0 | 1% | 8 | 2% | 5 | 1% | 4 | 2% | 5 | 0% | 0 |
| indicated at least one | 92% | 458 | 92% | 567 | 89% | 255 | 93% | 37 | 91% | 496 | 95% | 192 | 91% | 244 | 92% | 291 | 87% | 252 |
| none of these | 3% | 15 | 1% | 5 | 2% | 5 | 8% | 3 | 3% | 16 | 1% | 3 | 1% | 3 | 1% | 3 | 3% | 9 |
| no answer | 5% | 26 | 7% | 44 | 9% | 27 | 0% | 0 | 6% | 32 | 4% | 8 | 8% | 21 | 7% | 21 | 10% | 28 |

Q43. What is the highest academic degree you have earned?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| all respondents | | 514 | | 629 | | 295 | | 43 | | 613 | | 219 | | 293 | | 363 | | 334 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| doctorate | 1% | 3 | 2% | 11 | 3% | 8 | 0% | 0 | 1% | 4 | 2% | 4 | 1% | 4 | 2% | 7 | 1% | 5 |
| law degree | 2% | 9 | 1% | 6 | 0% | 1 | 2% | 1 | 0% | 3 | 1% | 2 | 2% | 5 | 1% | 4 | 2% | 6 |
| master's degree | 39% | 201 | 43% | 272 | 44% | 131 | 28% | 12 | 36% | 222 | 34% | 74 | 34% | 99 | 39% | 143 | 43% | 143 |
| bachelor's degree | 41% | 211 | 38% | 239 | 37% | 108 | 42% | 18 | 36% | 221 | 46% | 101 | 38% | 110 | 33% | 119 | 30% | 101 |
| associate's degree | 6% | 31 | 6% | 37 | 5% | 14 | 14% | 6 | 9% | 55 | 5% | 11 | 5% | 14 | 5% | 17 | 2% | 6 |
| high school diploma or equivalent | 6% | 31 | 3% | 19 | 2% | 6 | 14% | 6 | 6% | 37 | 2% | 5 | 5% | 16 | 2% | 9 | 2% | 7 |
| no answer | 5% | 28 | 7% | 45 | 9% | 27 | 0% | 0 | 12% | 71 | 10% | 22 | 15% | 45 | 18% | 64 | 20% | 66 |

## Table 078. Formal Training in Economic Development

## Results by Position and Population Served

Q44. What formal training in economic development have you had (if any)? select all that apply

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| all respondents | | 514 | | 629 | | 295 | | 43 | | 613 | | 219 | | 293 | | 363 | | 334 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: (multiple answers) | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| basic economic development course | 74% | 380 | 63% | 395 | 55% | 161 | 58% | 25 | 63% | 389 | 66% | 144 | 56% | 163 | 50% | 183 | 56% | 186 |
| local/regional/state/ provincial programs | 58% | 298 | 48% | 305 | 22% | 65 | 33% | 14 | 49% | 299 | 49% | 108 | 42% | 124 | 37% | 136 | 41% | 136 |
| college or university course(s) | 36% | 184 | 40% | 253 | 29% | 85 | 30% | 13 | 38% | 234 | 38% | 83 | 33% | 96 | 28% | 101 | 35% | 117 |
| IEDC-accredited course | 59% | 303 | 57% | 361 | 28% | 82 | 30% | 13 | 47% | 287 | 56% | 123 | 53% | 156 | 47% | 172 | 44% | 148 |
| Economic Development Council | 17% | 87 | 15% | 92 | 20% | 58 | 9% | 4 | 18% | 108 | 14% | 31 | 14% | 40 | 13% | 49 | 15% | 49 |
| National Development Council | 21% | 108 | 16% | 102 | 7% | 21 | 9% | 4 | 14% | 84 | 17% | 37 | 14% | 42 | 16% | 59 | 15% | 51 |
| Community Development Institute | 10% | 51 | 7% | 42 | 5% | 14 | 2% | 1 | 10% | 62 | 6% | 14 | 3% | 9 | 6% | 22 | 4% | 14 |
| OU/EDI | 29% | 148 | 20% | 127 | 11% | 31 | 2% | 1 | 18% | 113 | 24% | 53 | 20% | 59 | 16% | 58 | 16% | 54 |
| other | 5% | 24 | 6% | 37 | 1% | 4 | 2% | 1 | 4% | 25 | 5% | 12 | 3% | 9 | 4% | 15 | 5% | 18 |
| indicated at least one | 89% | 455 | 88% | 552 | 60% | 176 | 86% | 37 | 84% | 514 | 85% | 187 | 79% | 232 | 77% | 281 | 73% | 245 |
| no formal training | 5% | 28 | 5% | 31 | 1% | 3 | 14% | 6 | 4% | 26 | 5% | 10 | 5% | 15 | 4% | 16 | 7% | 23 |
| no answer | 6% | 31 | 7% | 46 | 5% | 16 | 0% | 0 | 12% | 73 | 10% | 22 | 16% | 46 | 18% | 66 | 20% | 66 |

## Table 079. Professional Certifications

## Results by Position and Population Served

Q45. What professional certifications do you currently hold (if any)? select all that apply

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| all respondents | | 514 | | 629 | | 295 | | 43 | | 613 | | 219 | | 293 | | 363 | | 334 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: (multiple answers) | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| AICP - American Institute of Certified Planners | 4% | 18 | 7% | 42 | 15% | 44 | 5% | 2 | 9% | 53 | 5% | 12 | 7% | 20 | 4% | 15 | 4% | 15 |
| CAE - Certified Association Executive | 1% | 5 | 5% | 29 | 6% | 19 | 5% | 2 | 2% | 11 | 2% | 4 | 3% | 9 | 8% | 28 | 3% | 10 |
| CCE - Certified Chamber Executive | 4% | 19 | 5% | 34 | 6% | 19 | 2% | 1 | 3% | 16 | 4% | 9 | 3% | 8 | 7% | 27 | 5% | 17 |
| CEcD, EcD, CED - Certified Economic Developer | 24% | 122 | 24% | 148 | 23% | 67 | 12% | 5 | 18% | 109 | 17% | 37 | 24% | 70 | 20% | 74 | 23% | 76 |
| EDFP - Economic Development Finance Professional | 10% | 53 | 11% | 71 | 18% | 53 | 7% | 3 | 10% | 64 | 12% | 27 | 10% | 30 | 11% | 40 | 12% | 39 |
| other | 12% | 64 | 9% | 56 | 4% | 11 | 5% | 2 | 8% | 46 | 12% | 27 | 9% | 27 | 8% | 29 | 5% | 18 |
| indicated at least one | 41% | 212 | 45% | 283 | 39% | 116 | 23% | 10 | 34% | 208 | 37% | 82 | 41% | 119 | 39% | 142 | 38% | 127 |
| none | 44% | 225 | 39% | 247 | 39% | 115 | 60% | 26 | 45% | 274 | 40% | 88 | 35% | 102 | 35% | 126 | 36% | 120 |
| no answer | 15% | 77 | 16% | 99 | 22% | 64 | 16% | 7 | 21% | 131 | 22% | 49 | 25% | 72 | 26% | 95 | 26% | 87 |

## Table 080. IEDC Membership

## Results by Position and Population Served

Q46. Are you currently a member of IEDC?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| **all respondents** | | 514 | | 629 | | 295 | | 43 | | 613 | | 219 | | 293 | | 363 | | 334 |
| **not asked** | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| **base: (multiple answers)** | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| **yes** | **67%** | 345 | **67%** | 424 | **52%** | 154 | **40%** | 17 | **51%** | 310 | **63%** | 137 | **60%** | 176 | **63%** | 229 | **54%** | 179 |
| **no** | **26%** | 136 | **24%** | 149 | **38%** | 112 | **60%** | 26 | **37%** | 224 | **27%** | 59 | **24%** | 70 | **18%** | 64 | **26%** | 87 |
| **no answer** | **6%** | 33 | **9%** | 56 | **10%** | 29 | **0%** | 0 | **13%** | 79 | **11%** | 23 | **16%** | 47 | **19%** | 70 | **20%** | 68 |

Q47. What is your age?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| all respondents | | 514 | | 629 | | 295 | | 43 | | 613 | | 219 | | 293 | | 363 | | 334 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| 65 or over | 11% | 54 | 3% | 18 | 2% | 6 | 5% | 2 | 7% | 45 | 7% | 16 | 4% | 11 | 2% | 9 | 3% | 10 |
| 60 - 64 | 15% | 79 | 8% | 50 | 4% | 11 | 2% | 1 | 11% | 70 | 7% | 15 | 11% | 31 | 6% | 23 | 6% | 21 |
| 55 - 59 | 15% | 79 | 11% | 70 | 11% | 31 | 7% | 3 | 10% | 60 | 11% | 25 | 13% | 38 | 10% | 38 | 12% | 39 |
| 50 - 54 | 15% | 77 | 12% | 77 | 7% | 22 | 2% | 1 | 10% | 63 | 15% | 33 | 9% | 26 | 9% | 34 | 12% | 39 |
| 45 - 49 | 9% | 47 | 10% | 66 | 13% | 38 | 14% | 6 | 11% | 65 | 10% | 22 | 12% | 34 | 8% | 30 | 8% | 27 |
| 40 - 44 | 14% | 70 | 15% | 94 | 11% | 31 | 9% | 4 | 13% | 82 | 10% | 21 | 11% | 33 | 12% | 44 | 10% | 33 |
| 35 - 39 | 8% | 40 | 17% | 108 | 15% | 44 | 5% | 2 | 11% | 67 | 15% | 32 | 12% | 35 | 15% | 54 | 11% | 36 |
| 30 - 34 | 5% | 25 | 11% | 69 | 14% | 42 | 19% | 8 | 9% | 53 | 8% | 17 | 6% | 19 | 12% | 43 | 11% | 36 |
| 25 - 29 | 2% | 10 | 4% | 28 | 13% | 38 | 23% | 10 | 5% | 29 | 6% | 13 | 5% | 14 | 6% | 22 | 7% | 23 |
| under 25 | 0% | 0 | 0% | 2 | 1% | 2 | 14% | 6 | 1% | 4 | 1% | 2 | 1% | 3 | 1% | 2 | 1% | 2 |
| prefer not to say | 1% | 6 | 0% | 0 | 1% | 3 | 0% | 0 | 1% | 4 | 0% | 0 | 1% | 3 | 0% | 0 | 1% | 3 |
| no answer | 5% | 27 | 7% | 47 | 9% | 27 | 0% | 0 | 12% | 71 | 11% | 23 | 16% | 46 | 18% | 64 | 19% | 65 |

## Table 082. Gender Identity

## Results by Position and Population Served

Q48. How do you gender identify?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| **all respondents** | | 514 | | 629 | | 295 | | 43 | | 613 | | 219 | | 293 | | 363 | | 334 |
| **not asked** | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| **base:** | **100%** | 514 | **100%** | 629 | **100%** | 295 | **100%** | 43 | **100%** | 613 | **100%** | 219 | **100%** | 293 | **100%** | 363 | **100%** | 334 |
| **male** | **50%** | 256 | **42%** | 265 | **34%** | 99 | **30%** | 13 | **36%** | 218 | **39%** | 85 | **41%** | 119 | **39%** | 141 | **38%** | 128 |
| **female** | **43%** | 219 | **48%** | 302 | **46%** | 135 | **63%** | 27 | **47%** | 287 | **49%** | 107 | **40%** | 117 | **41%** | 150 | **39%** | 131 |
| **gender non-conforming and/or transgender** | **0%** | 0 | **0%** | 3 | **1%** | 4 | **2%** | 1 | **0%** | 0 | **0%** | 1 | **0%** | 1 | **1%** | 5 | **1%** | 2 |
| **prefer to self-describe** | **1%** | 3 | **0%** | 3 | **8%** | 25 | **0%** | 0 | **4%** | 23 | **0%** | 1 | **2%** | 6 | **0%** | 1 | **1%** | 2 |
| **prefer not to say** | **2%** | 8 | **1%** | 8 | **2%** | 5 | **5%** | 2 | **2%** | 13 | **1%** | 2 | **1%** | 3 | **0%** | 1 | **2%** | 6 |
| **no answer** | **5%** | 28 | **8%** | 48 | **9%** | 27 | **0%** | 0 | **12%** | 72 | **11%** | 23 | **16%** | 47 | **18%** | 65 | **19%** | 65 |

## Table 083. Hispanic, Latino/a/x, or Spanish Origin

## Results by Position and Population Served

Q49. Are you of Hispanic, Latino/a/x, or of Spanish Origin? (one or more categories may be selected)

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| all respondents | | 514 | | 629 | | 295 | | 43 | | 613 | | 219 | | 293 | | 363 | | 334 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: (multiple answers) | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| No, not of Hispanic, Latino/ a/x, or Spanish origin | 85% | 437 | 75% | 472 | 63% | 186 | 84% | 36 | 73% | 448 | 77% | 169 | 68% | 198 | 66% | 239 | 65% | 218 |
| Yes, Mexican, Mexican American, Chicano/a/x | 3% | 13 | 5% | 32 | 14% | 42 | 9% | 4 | 7% | 43 | 5% | 12 | 7% | 20 | 6% | 20 | 3% | 11 |
| Yes, Puerto Rican | 0% | 1 | 1% | 9 | 2% | 6 | 0% | 0 | 1% | 6 | 0% | 1 | 2% | 7 | 1% | 4 | 1% | 4 |
| Yes, Cuban | 0% | 2 | 1% | 6 | 1% | 3 | 0% | 0 | 0% | 3 | 0% | 1 | 1% | 2 | 1% | 3 | 1% | 2 |
| Yes, Another Hispanic, Latino/a/x or Spanish origin | 1% | 7 | 4% | 25 | 5% | 14 | 0% | 0 | 2% | 10 | 2% | 4 | 3% | 9 | 4% | 13 | 5% | 17 |
| Prefer not to say | 3% | 15 | 4% | 25 | 3% | 8 | 2% | 1 | 3% | 18 | 2% | 5 | 1% | 4 | 4% | 15 | 4% | 12 |
| Prefer to self-describe | 0% | 2 | 0% | 2 | 0% | 0 | 0% | 0 | 1% | 4 | 0% | 0 | 0% | 1 | 0% | 0 | 0% | 0 |
| no answer | 7% | 37 | 9% | 58 | 11% | 31 | 5% | 2 | 13% | 81 | 12% | 27 | 18% | 52 | 19% | 69 | 21% | 70 |

Q50. What race or races do you identify with?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| all respondents | | 514 | | 629 | | 295 | | 43 | | 613 | | 219 | | 293 | | 363 | | 334 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: (multiple answers) | 100% | 514 | 100% | 629 | 100% | 295 | 100% | 43 | 100% | 613 | 100% | 219 | 100% | 293 | 100% | 363 | 100% | 334 |
| American Indian or Alaskan Native | 2% | 10 | 6% | 40 | 14% | 40 | 7% | 3 | 8% | 47 | 3% | 7 | 5% | 16 | 7% | 24 | 3% | 10 |
| Asian | 1% | 4 | 4% | 25 | 14% | 41 | 2% | 1 | 5% | 31 | 2% | 5 | 4% | 13 | 4% | 16 | 4% | 14 |
| Black or African American | 3% | 14 | 7% | 46 | 16% | 48 | 5% | 2 | 7% | 41 | 4% | 9 | 6% | 17 | 8% | 30 | 9% | 31 |
| Native Hawaiian or Other Pacific Islander | 0% | 1 | 2% | 12 | 10% | 30 | 0% | 0 | 5% | 28 | 1% | 2 | 3% | 10 | 2% | 6 | 1% | 4 |
| White | 86% | 443 | 77% | 487 | 72% | 213 | 77% | 33 | 78% | 476 | 82% | 179 | 70% | 206 | 67% | 242 | 63% | 212 |
| Some other race, ethnicity, or origin | 1% | 4 | 2% | 13 | 12% | 34 | 2% | 1 | 4% | 26 | 1% | 2 | 4% | 13 | 2% | 7 | 3% | 11 |
| Prefer not to say | 3% | 15 | 2% | 15 | 3% | 10 | 2% | 1 | 3% | 20 | 2% | 4 | 2% | 7 | 2% | 7 | 3% | 11 |
| Prefer to self-describe | 1% | 7 | 0% | 3 | 0% | 1 | 5% | 2 | 1% | 5 | 0% | 0 | 2% | 6 | 1% | 2 | 1% | 3 |
| no answer | 5% | 27 | 8% | 49 | 10% | 30 | 2% | 1 | 12% | 74 | 10% | 22 | 16% | 48 | 18% | 64 | 20% | 67 |

# RESULTS BY BUDGET AND LOCATION INDEX


085 Employment Status
086 Type of Organization
087 Polulation Served
088 Employment Location
089 Employees in Organization
090 Employees in Economic Development
091 Economic Development Budget
092 Funding Sources: Public
093 Funding Sources: Private
094 Funding Sources: Internally Generated
095 Funding Sources: Other
096 Position
097 Level of Position
098 Activities Managed/Performed
099 Full Time Status
100 Year-Round Status
101 Number Supervised
102 Years of Experience
103 Tenure in Current Position
104 Tenure in Prior Position
105 Level of Prior Position
106 Skills Now Required
107 Annual Base Salary
108 Change in Base Salary
109 Salary Adjustment Factors
110 Other Compensation Eligibility and Factors
111 Total Compensation
112 Employment Contract
113 Medical Coverage
114 Retirement Plan
115 Weeks of Paid Time Off
116 Number of Holidays
117 Remote / Telework
118 Other Benefits
119 Academic Degrees
120 Formal Training in Economic Development
121 Professional Certifications
122 IEDC Membership
123 Age
124 Gender Identity
125 Hispanic/Latino/a/x, or Spanish Origin
126 Race

## Table 085. Employment Status

## Results by Budget and Location

Q2. What is your current employment status?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: all respondents** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **employed or self-employed in an economic development-related position** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **employed or self-employed in a position unrelated to economic development** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| **retired** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| **student** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| **not currently employed** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| **no answer** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

## Table 086. Type of Organization

## Results by Budget and Location

Q3. What option best describes the type of organization you work for?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: industry professionals | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| public | 51% | 239 | 46% | 126 | 42% | 138 | 44% | 135 | 45% | 200 | 45% | 767 | 73% | 69 |
| city government | 31% | 146 | 27% | 75 | 23% | 76 | 21% | 64 | 15% | 64 | 22% | 372 | 54% | 51 |
| county government | 13% | 62 | 9% | 25 | 10% | 34 | 13% | 39 | 9% | 39 | 11% | 185 | 15% | 14 |
| state/provincial government | 1% | 5 | 1% | 3 | 3% | 9 | 3% | 9 | 15% | 68 | 5% | 91 | 3% | 3 |
| development authority/ other type of authority | 6% | 26 | 8% | 23 | 6% | 19 | 8% | 23 | 7% | 29 | 7% | 119 | 1% | 1 |
| private | 4% | 20 | 7% | 18 | 4% | 14 | 5% | 14 | 5% | 21 | 5% | 82 | 3% | 3 |
| utility | 1% | 6 | 3% | 9 | 1% | 4 | 2% | 7 | 2% | 9 | 2% | 35 | 0% | 0 |
| consulting firm | 3% | 14 | 3% | 9 | 3% | 10 | 2% | 7 | 3% | 12 | 3% | 47 | 3% | 3 |
| non-profit | 33% | 154 | 36% | 98 | 38% | 127 | 38% | 117 | 34% | 150 | 36% | 626 | 19% | 18 |
| not-for-profit organization | 12% | 55 | 11% | 31 | 14% | 48 | 12% | 37 | 9% | 38 | 12% | 198 | 11% | 10 |
| regional economic development organization | 6% | 27 | 15% | 42 | 13% | 43 | 20% | 60 | 17% | 74 | 14% | 237 | 9% | 8 |
| chamber of commerce | 8% | 36 | 6% | 16 | 8% | 27 | 6% | 17 | 6% | 26 | 7% | 122 | 0% | 0 |
| neighborhood organization/ community development corporation (CDC) | 8% | 36 | 3% | 9 | 3% | 9 | 1% | 3 | 3% | 12 | 4% | 69 | 0% | 0 |
| public-private partnership | 4% | 19 | 8% | 21 | 8% | 28 | 7% | 20 | 8% | 35 | 7% | 121 | 2% | 2 |
| educational institution | 4% | 18 | 1% | 4 | 2% | 6 | 3% | 8 | 3% | 15 | 3% | 51 | 0% | 0 |
| other | 4% | 21 | 3% | 7 | 6% | 19 | 4% | 11 | 4% | 19 | 4% | 72 | 2% | 2 |
| no answer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

## Table 087. Population Served

**Results by Budget and Location**

Q4. What is the population size of your organization's jurisdiction?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **2 million or more** | 3% | 16 | 6% | 17 | 7% | 22 | 9% | 26 | 32% | 141 | 12% | 213 | 7% | 7 |
| **1 - 1.99 million** | 1% | 3 | 4% | 10 | 3% | 11 | 10% | 31 | 13% | 57 | 6% | 108 | 3% | 3 |
| **500,000 - 999,999** | 3% | 15 | 3% | 8 | 11% | 36 | 13% | 39 | 15% | 64 | 9% | 158 | 4% | 4 |
| **250,000 - 499,999** | 4% | 18 | 11% | 29 | 11% | 37 | 20% | 60 | 13% | 57 | 11% | 193 | 9% | 8 |
| **100,000 - 249,999** | 10% | 45 | 18% | 48 | 25% | 83 | 22% | 68 | 11% | 49 | 16% | 281 | 12% | 11 |
| **50,000 - 99,999** | 11% | 53 | 15% | 42 | 20% | 67 | 10% | 29 | 6% | 28 | 12% | 209 | 10% | 9 |
| **25,000 - 49,999** | 20% | 96 | 17% | 46 | 12% | 39 | 8% | 24 | 4% | 19 | 12% | 211 | 13% | 12 |
| **10,000 - 24,999** | 28% | 134 | 18% | 49 | 7% | 24 | 6% | 17 | 3% | 12 | 13% | 215 | 20% | 19 |
| **fewer than 10,000** | 19% | 91 | 9% | 25 | 4% | 13 | 4% | 11 | 3% | 13 | 8% | 131 | 22% | 21 |
| **no answer** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

Q5-8. Where are you employed?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: industry professionals | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| United States | 93% | 437 | 93% | 255 | 93% | 309 | 95% | 291 | 97% | 427 | 100% | 1719 | 0% | 0 |
| US Southeast (AL, FL, GA, KY, MS, NC, SC, TN) | 16% | 77 | 20% | 56 | 15% | 51 | 24% | 72 | 19% | 84 | 20% | 340 | 0% | 0 |
| US Southwest (AR, LA, NM, OK, TX) | 12% | 57 | 15% | 40 | 15% | 51 | 15% | 45 | 15% | 68 | 15% | 261 | 0% | 0 |
| US Midwest (IL, IN, MI, MN, OH, WI) | 20% | 96 | 20% | 56 | 17% | 57 | 13% | 41 | 14% | 62 | 18% | 312 | 0% | 0 |
| US Central (CO, IA, KS, MO, MT, ND, NE, SD, UT, WY) | 21% | 98 | 15% | 40 | 14% | 45 | 12% | 38 | 8% | 33 | 15% | 254 | 0% | 0 |
| US Northeast (CT, DE, DC, ME, MD, MA, NH, NJ, NY, PA, RI, VT, VA, WV, PR, VI) | 10% | 48 | 14% | 38 | 17% | 57 | 17% | 51 | 22% | 95 | 17% | 289 | 0% | 0 |
| US West (AK, AZ, CA, HI, ID, NV, OR, WA, Pacific Territories) | 13% | 61 | 9% | 25 | 14% | 45 | 14% | 42 | 19% | 82 | 15% | 255 | 0% | 0 |
| No Region | 0% | 0 | 0% | 0 | 1% | 3 | 1% | 2 | 1% | 3 | 0% | 8 | 0% | 0 |
| Canada | 6% | 27 | 7% | 19 | 6% | 21 | 5% | 14 | 3% | 13 | 0% | 0 | 100% | 94 |
| Ontario | 2% | 9 | 1% | 4 | 2% | 8 | 3% | 8 | 1% | 6 | 0% | 0 | 37% | 35 |
| Alberta | 2% | 9 | 2% | 6 | 1% | 3 | 1% | 3 | 0% | 2 | 0% | 0 | 24% | 23 |
| British Columbia | 1% | 5 | 2% | 6 | 2% | 7 | 1% | 2 | 0% | 1 | 0% | 0 | 22% | 21 |
| Quebec | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 0% | 0 | 1% | 1 |
| Northwest Territories | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| Saskatchewan | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| Manitoba | 1% | 3 | 1% | 2 | 1% | 2 | 0% | 1 | 0% | 0 | 0% | 0 | 9% | 8 |
| Yukon | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| New Brunswick | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| Newfoundland and Labrador | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| Nova Scotia | 0% | 1 | 0% | 1 | 0% | 1 | 0% | 0 | 1% | 3 | 0% | 0 | 6% | 6 |
| Nunavut | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| Prince Edward Island | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| Other Countries | 1% | 7 | 0% | 0 | 1% | 2 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |
| no answer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

## Table 089. Employees in Organization

## Results by Budget and Location

Q9. Including yourself, about how many full-time employees work for your organization (including all locations)?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: industry professionals | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| 1,000 or more | 4% | 19 | 8% | 23 | 9% | 30 | 17% | 52 | 21% | 91 | 12% | 200 | 14% | 13 |
| 500 - 999 | 10% | 47 | 7% | 19 | 10% | 33 | 7% | 21 | 12% | 51 | 10% | 167 | 4% | 4 |
| 250 - 499 | 10% | 45 | 8% | 23 | 10% | 34 | 9% | 26 | 12% | 51 | 10% | 168 | 11% | 10 |
| 100 - 249 | 15% | 69 | 12% | 32 | 13% | 42 | 4% | 13 | 11% | 48 | 11% | 186 | 18% | 17 |
| 50 - 99 | 8% | 38 | 6% | 16 | 4% | 13 | 4% | 12 | 9% | 39 | 6% | 109 | 10% | 9 |
| 25 - 49 | 5% | 25 | 4% | 10 | 4% | 14 | 7% | 22 | 10% | 43 | 6% | 104 | 11% | 10 |
| 10 - 24 | 9% | 42 | 5% | 14 | 10% | 32 | 22% | 67 | 19% | 82 | 13% | 227 | 10% | 9 |
| 5 - 9 | 4% | 20 | 8% | 23 | 18% | 59 | 19% | 57 | 6% | 26 | 10% | 175 | 11% | 10 |
| 2 - 4 | 17% | 81 | 35% | 97 | 21% | 70 | 11% | 33 | 1% | 6 | 16% | 277 | 9% | 8 |
| 1 | 18% | 85 | 6% | 17 | 2% | 5 | 1% | 2 | 1% | 3 | 6% | 106 | 4% | 4 |
| no answer | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

## Table 090. Employees in Economic Development

## Results by Budget and Location

Q10. Including yourself, about how many full-time employees work for your economic development-related department or operations?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **100 or more** | 1% | 3 | 1% | 2 | 2% | 6 | 1% | 3 | 14% | 62 | 4% | 74 | 1% | 1 |
| **50 - 99** | 7% | 32 | 1% | 2 | 3% | 9 | 2% | 5 | 14% | 61 | 6% | 107 | 2% | 2 |
| **25 - 49** | 1% | 3 | 3% | 9 | 4% | 12 | 8% | 23 | 14% | 63 | 6% | 106 | 4% | 4 |
| **10 - 24** | 3% | 14 | 4% | 11 | 8% | 26 | 23% | 69 | 28% | 124 | 13% | 232 | 10% | 9 |
| **5 - 9** | 5% | 25 | 11% | 30 | 27% | 89 | 35% | 106 | 16% | 69 | 17% | 300 | 20% | 19 |
| **3 - 4** | 11% | 54 | 34% | 92 | 39% | 128 | 22% | 67 | 9% | 39 | 21% | 358 | 20% | 19 |
| **2** | 23% | 110 | 30% | 82 | 14% | 45 | 5% | 16 | 4% | 16 | 15% | 250 | 19% | 18 |
| **1** | 43% | 204 | 16% | 45 | 5% | 16 | 4% | 13 | 1% | 6 | 15% | 262 | 23% | 22 |
| **no full-time employees** | 6% | 26 | 0% | 1 | 0% | 1 | 1% | 3 | 0% | 0 | 2% | 30 | 0% | 0 |
| **no answer** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

## Table 091. Economic Development Budget

**Results by Budget and Location**

Q11. What is your organization's approximate current annual operating budget for its economic development-related department or operation?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **$10 million or more** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 27% | 119 | 7% | 117 | 2% | 2 |
| **$5 - $9.99 million** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 24% | 104 | 6% | 100 | 4% | 4 |
| **$2.5 - $4.99 million** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 49% | 217 | 12% | 210 | 7% | 7 |
| **$1 - $2.49 million** | 0% | 0 | 0% | 0 | 0% | 0 | 100% | 305 | 0% | 0 | 17% | 291 | 15% | 14 |
| **$750,000 - $999,999** | 0% | 0 | 0% | 0 | 45% | 149 | 0% | 0 | 0% | 0 | 8% | 140 | 9% | 8 |
| **$500,000 - $749,999** | 0% | 0 | 0% | 0 | 55% | 183 | 0% | 0 | 0% | 0 | 10% | 169 | 14% | 13 |
| **$250,000 - $499,999** | 0% | 0 | 100% | 274 | 0% | 0 | 0% | 0 | 0% | 0 | 15% | 255 | 20% | 19 |
| **$100,000 - $249,999** | 65% | 308 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 17% | 291 | 15% | 14 |
| **$50,000 - $99,999** | 20% | 92 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 5% | 85 | 5% | 5 |
| **less than $50,000** | 15% | 71 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 4% | 61 | 9% | 8 |
| **no answer** | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 |

## Table 092. Funding Sources: Public

## Results by Budget and Location

Q12. Approximately what percentage of your operating budget comes from public funds?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **100%** | 29% | 135 | 26% | 71 | 20% | 67 | 20% | 62 | 19% | 83 | 23% | 390 | 29% | 27 |
| **75% - 99%** | 22% | 104 | 22% | 59 | 22% | 73 | 19% | 59 | 19% | 84 | 20% | 342 | 38% | 36 |
| **50% - 74%** | 13% | 59 | 13% | 36 | 14% | 48 | 12% | 37 | 10% | 42 | 12% | 211 | 11% | 10 |
| **25% - 49%** | 14% | 66 | 15% | 41 | 19% | 62 | 16% | 49 | 18% | 81 | 17% | 294 | 4% | 4 |
| **1% - 24%** | 8% | 39 | 9% | 25 | 10% | 34 | 13% | 40 | 17% | 76 | 12% | 210 | 2% | 2 |
| **none** | 6% | 30 | 8% | 22 | 7% | 24 | 6% | 19 | 6% | 25 | 7% | 113 | 5% | 5 |
| **mean:** | | 67.0% | | 63.7% | | 59.2% | | 60.0% | | 56.4% | | 60.6% | | 78.8% |
| **standard error:** | | 1.7% | | 2.3% | | 2.0% | | 2.2% | | 1.8% | | 0.9% | | 3.1% |
| **median:** | | 80% | | 75% | | 60% | | 64% | | 55% | | 65% | | 90% |
| **no answer** | 8% | 38 | 7% | 20 | 7% | 24 | 13% | 39 | 11% | 49 | 9% | 159 | 11% | 10 |

## Table 093. Funding Sources: Private

**Results by Budget and Location**

Q13. Approximately what percentage of your operating budget comes from private funds?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **100%** | 1% | 4 | 2% | 5 | 1% | 4 | 1% | 3 | 2% | 8 | 1% | 24 | 0% | 0 |
| **75% - 99%** | 2% | 10 | 5% | 13 | 2% | 8 | 6% | 18 | 4% | 19 | 4% | 67 | 1% | 1 |
| **50% - 74%** | 6% | 29 | 8% | 22 | 13% | 43 | 11% | 34 | 8% | 33 | 9% | 158 | 1% | 1 |
| **25% - 49%** | 19% | 90 | 12% | 33 | 17% | 58 | 14% | 44 | 21% | 91 | 18% | 308 | 7% | 7 |
| **1% - 24%** | 18% | 84 | 23% | 62 | 24% | 79 | 16% | 48 | 25% | 108 | 21% | 364 | 17% | 16 |
| **none** | 46% | 216 | 43% | 119 | 35% | 116 | 39% | 119 | 30% | 132 | 37% | 639 | 63% | 59 |
| **mean:** | | 16.4% | | 18.5% | | 21.1% | | 21.6% | | 21.7% | | 20.4% | | 6.3% |
| **standard error:** | | 1.1% | | 1.7% | | 1.4% | | 1.7% | | 1.3% | | 0.6% | | 1.6% |
| **median:** | | 1% | | 2% | | 12% | | 6% | | 17% | | 10% | | 0% |
| **no answer** | 8% | 38 | 7% | 20 | 7% | 24 | 13% | 39 | 11% | 49 | 9% | 159 | 11% | 10 |

## Table 094. Funding Sources: Internally Generated

## Results by Budget and Location

Q14. Approximately what percentage of your operating budget comes from internally generated funds, such as, but not limited to, fees for services?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **100%** | 1% | 6 | 3% | 8 | 3% | 9 | 2% | 5 | 2% | 7 | 2% | 31 | 3% | 3 |
| **75% - 99%** | 3% | 15 | 1% | 4 | 2% | 5 | 2% | 5 | 2% | 7 | 2% | 33 | 2% | 2 |
| **50% - 74%** | 3% | 15 | 5% | 14 | 4% | 14 | 4% | 12 | 3% | 11 | 4% | 64 | 2% | 2 |
| **25% - 49%** | 6% | 30 | 9% | 24 | 12% | 40 | 9% | 28 | 15% | 67 | 11% | 184 | 4% | 4 |
| **1% - 24%** | 30% | 143 | 25% | 69 | 28% | 94 | 29% | 87 | 31% | 138 | 29% | 500 | 30% | 28 |
| **none** | 48% | 224 | 49% | 135 | 44% | 146 | 42% | 129 | 37% | 161 | 44% | 748 | 48% | 45 |
| **mean:** | | 11.5% | | 13.4% | | 14.5% | | 12.6% | | 14.4% | | 13.2% | | 11.8% |
| **standard error:** | | 1.1% | | 1.5% | | 1.3% | | 1.3% | | 1.0% | | 0.6% | | 2.6% |
| **median:** | | 0% | | 0% | | 3% | | 1% | | 5% | | 2% | | 0% |
| **no answer** | 8% | 38 | 7% | 20 | 7% | 24 | 13% | 39 | 11% | 49 | 9% | 159 | 11% | 10 |

## Table 095. Funding Sources: Other

## Results by Budget and Location

Q15. Approximately what percentage of your operating budget comes from sources other than public, private or internally generated funds?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **100%** | 0% | 1 | 0% | 1 | 0% | 0 | 0% | 1 | 0% | 1 | 0% | 4 | 0% | 0 |
| **75% - 99%** | 0% | 2 | 0% | 1 | 0% | 1 | 1% | 2 | 0% | 0 | 0% | 6 | 0% | 0 |
| **50% - 74%** | 2% | 8 | 1% | 3 | 1% | 2 | 1% | 3 | 1% | 3 | 1% | 19 | 0% | 0 |
| **25% - 49%** | 4% | 19 | 4% | 10 | 7% | 23 | 7% | 21 | 10% | 45 | 7% | 114 | 4% | 4 |
| **1% - 24%** | 18% | 87 | 14% | 38 | 18% | 59 | 14% | 43 | 22% | 98 | 18% | 310 | 13% | 12 |
| **none** | 67% | 316 | 73% | 201 | 67% | 223 | 64% | 196 | 55% | 244 | 64% | 1107 | 72% | 68 |
| **mean:** | | 4.8% | | 4.2% | | 5.1% | | 5.6% | | 7.4% | | 5.6% | | 3.1% |
| **standard error:** | | 0.6% | | 0.8% | | 0.6% | | 0.8% | | 0.6% | | 0.3% | | 0.9% |
| **median:** | | 0% | | 0% | | 0% | | 0% | | 0% | | 0% | | 0% |
| **no answer** | 8% | 38 | 7% | 20 | 7% | 24 | 13% | 39 | 11% | 49 | 9% | 159 | 11% | 10 |

## Table 096. Position

## Results by Budget and Location

Q16. What option best describes your current position?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: industry professionals | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| CEO/executive director/top level | 34% | 158 | 40% | 109 | 31% | 104 | 25% | 75 | 15% | 68 | 29% | 494 | 17% | 16 |
| vice president/division manager | 3% | 13 | 9% | 24 | 14% | 48 | 15% | 47 | 15% | 64 | 11% | 190 | 6% | 6 |
| CFO/comptroller | 0% | 2 | 0% | 1 | 1% | 4 | 1% | 4 | 3% | 12 | 1% | 22 | 1% | 1 |
| deputy/assistant director | 4% | 18 | 3% | 7 | 6% | 21 | 7% | 20 | 6% | 28 | 5% | 93 | 1% | 1 |
| department head/manager | 21% | 100 | 20% | 56 | 14% | 46 | 14% | 44 | 16% | 70 | 17% | 291 | 26% | 24 |
| research director/manager | 1% | 7 | 1% | 4 | 2% | 8 | 3% | 9 | 4% | 18 | 3% | 45 | 0% | 0 |
| business recruitment manager | 6% | 29 | 4% | 10 | 4% | 13 | 4% | 11 | 5% | 22 | 5% | 84 | 1% | 1 |
| business retention manager | 2% | 10 | 2% | 5 | 4% | 13 | 3% | 10 | 4% | 18 | 3% | 54 | 2% | 2 |
| marketing manager | 1% | 5 | 1% | 3 | 2% | 8 | 2% | 5 | 3% | 15 | 2% | 31 | 4% | 4 |
| loan officer | 0% | 1 | 0% | 1 | 0% | 0 | 1% | 2 | 1% | 4 | 0% | 8 | 0% | 0 |
| specialist/field position | 5% | 25 | 5% | 13 | 5% | 18 | 4% | 11 | 8% | 33 | 5% | 92 | 9% | 8 |
| policy/legislative affairs | 0% | 1 | 1% | 2 | 0% | 0 | 0% | 0 | 1% | 5 | 0% | 8 | 0% | 0 |
| entry-level economic development staff | 4% | 20 | 4% | 10 | 1% | 4 | 2% | 6 | 1% | 3 | 2% | 32 | 12% | 11 |
| administrative/support staff | 1% | 5 | 0% | 1 | 2% | 5 | 2% | 6 | 1% | 4 | 1% | 20 | 1% | 1 |
| consultant | 2% | 10 | 0% | 1 | 1% | 2 | 2% | 5 | 2% | 9 | 1% | 25 | 1% | 1 |
| other | 6% | 30 | 4% | 12 | 4% | 14 | 5% | 14 | 5% | 24 | 5% | 86 | 7% | 7 |
| no answer | 8% | 37 | 5% | 15 | 7% | 24 | 12% | 36 | 10% | 43 | 8% | 144 | 12% | 11 |

Q17. How would you characterize the organizational level of this position?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: industry professionals | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| top management (C-suite) | 29% | 135 | 31% | 84 | 30% | 100 | 23% | 69 | 19% | 83 | 26% | 455 | 12% | 11 |
| senior management | 27% | 128 | 30% | 81 | 31% | 103 | 30% | 92 | 23% | 102 | 28% | 476 | 31% | 29 |
| middle management | 10% | 47 | 13% | 36 | 10% | 32 | 15% | 46 | 20% | 88 | 14% | 237 | 13% | 12 |
| first-level supervision or management | 6% | 30 | 6% | 16 | 6% | 20 | 8% | 24 | 8% | 34 | 7% | 117 | 6% | 6 |
| intermediate (experienced) | 14% | 66 | 13% | 35 | 14% | 47 | 10% | 32 | 17% | 75 | 14% | 235 | 20% | 19 |
| entry-level | 3% | 15 | 2% | 5 | 1% | 2 | 1% | 3 | 1% | 6 | 1% | 25 | 6% | 6 |
| technical contributor | 0% | 1 | 0% | 1 | 1% | 3 | 1% | 3 | 1% | 6 | 1% | 14 | 0% | 0 |
| other | 3% | 12 | 0% | 1 | 0% | 1 | 0% | 0 | 1% | 3 | 1% | 16 | 0% | 0 |
| no answer | 8% | 37 | 5% | 15 | 7% | 24 | 12% | 36 | 10% | 43 | 8% | 144 | 12% | 11 |

## Table 098. Activities Managed/Performed

**Results by Budget and Location**

Q18. Which of these economic development activities do you manage or perform? Select all that apply

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: industry professionals (multiple answers) | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| business retention and expansion | 72% | 340 | 81% | 222 | 67% | 223 | 62% | 190 | 54% | 237 | 69% | 1190 | 78% | 73 |
| marketing | 64% | 303 | 75% | 206 | 58% | 193 | 52% | 159 | 40% | 178 | 56% | 958 | 80% | 75 |
| business recruitment | 63% | 296 | 76% | 207 | 61% | 201 | 60% | 182 | 46% | 204 | 60% | 1029 | 60% | 56 |
| research/analysis | 46% | 219 | 54% | 149 | 47% | 155 | 52% | 160 | 39% | 173 | 46% | 788 | 65% | 61 |
| workforce development | 56% | 264 | 60% | 165 | 49% | 162 | 48% | 145 | 32% | 139 | 47% | 815 | 59% | 55 |
| property development/ redevelopment | 45% | 210 | 56% | 153 | 46% | 152 | 45% | 137 | 28% | 124 | 43% | 743 | 33% | 31 |
| small business support | 65% | 307 | 64% | 174 | 52% | 171 | 46% | 140 | 37% | 162 | 52% | 887 | 66% | 62 |
| entrepreneurial support | 59% | 276 | 57% | 157 | 46% | 154 | 40% | 123 | 38% | 168 | 47% | 813 | 64% | 60 |
| neighborhood/community development | 59% | 280 | 49% | 133 | 37% | 124 | 32% | 98 | 29% | 128 | 41% | 710 | 52% | 49 |
| grant writing | 46% | 217 | 46% | 126 | 35% | 115 | 29% | 88 | 25% | 108 | 35% | 596 | 55% | 52 |
| downtown development | 48% | 224 | 41% | 113 | 35% | 115 | 27% | 81 | 27% | 119 | 35% | 604 | 49% | 46 |
| provide loans and grants | 39% | 185 | 39% | 106 | 33% | 108 | 31% | 95 | 24% | 105 | 34% | 580 | 18% | 17 |
| technology economic development | 20% | 94 | 26% | 70 | 23% | 77 | 22% | 66 | 21% | 93 | 21% | 368 | 32% | 30 |
| tourism development or promotion | 36% | 170 | 32% | 89 | 23% | 78 | 17% | 53 | 13% | 57 | 23% | 394 | 53% | 50 |
| foreign direct investment (FDI) attraction | 14% | 68 | 27% | 74 | 28% | 92 | 27% | 81 | 28% | 121 | 22% | 380 | 55% | 52 |
| export/import assistance | 11% | 51 | 12% | 34 | 12% | 40 | 9% | 26 | 13% | 59 | 10% | 177 | 32% | 30 |
| government procurement | 14% | 66 | 19% | 52 | 14% | 45 | 14% | 44 | 15% | 64 | 14% | 249 | 20% | 19 |
| grant administration | 42% | 198 | 47% | 130 | 36% | 120 | 33% | 101 | 27% | 120 | 36% | 621 | 46% | 43 |
| diversity and inclusion | 27% | 127 | 27% | 75 | 27% | 89 | 25% | 77 | 27% | 120 | 27% | 459 | 28% | 26 |
| indicated at least one | 92% | 434 | 95% | 259 | 93% | 308 | 88% | 269 | 90% | 397 | 92% | 1575 | 88% | 83 |
| no answer | 8% | 37 | 5% | 15 | 7% | 24 | 12% | 36 | 10% | 43 | 8% | 144 | 12% | 11 |

## Table 099. Full-Time Status

## Results by Budget and Location

Q19. Is your current position full-time (35 hours or more per week)?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **yes** | 87% | 410 | 93% | 254 | 92% | 306 | 88% | 268 | 89% | 391 | 90% | 1544 | 84% | 79 |
| **no** | 5% | 24 | 2% | 5 | 1% | 2 | 0% | 1 | 1% | 3 | 2% | 28 | 4% | 4 |
| **no answer** | 8% | 37 | 5% | 15 | 7% | 24 | 12% | 36 | 10% | 46 | 9% | 147 | 12% | 11 |

Q20. Is your current position year-round?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **yes** | 92% | 433 | 94% | 257 | 92% | 306 | 88% | 267 | 89% | 392 | 91% | 1564 | 87% | 82 |
| **no** | 0% | 1 | 1% | 2 | 1% | 2 | 0% | 0 | 1% | 3 | 0% | 7 | 1% | 1 |
| **no answer** | 8% | 37 | 5% | 15 | 7% | 24 | 12% | 38 | 10% | 45 | 9% | 148 | 12% | 11 |

## Table 101. Number Supervised

## Results by Budget and Location

Q21. How many people do you currently directly or indirectly supervise (if any)?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **50 or more** | 6% | 27 | 0% | 1 | 2% | 5 | 0% | 1 | 3% | 12 | 3% | 46 | 0% | 0 |
| **25 - 49** | 3% | 15 | 2% | 5 | 5% | 18 | 5% | 15 | 14% | 61 | 7% | 112 | 0% | 0 |
| **10 - 24** | 6% | 30 | 5% | 15 | 6% | 21 | 9% | 27 | 13% | 58 | 9% | 147 | 3% | 3 |
| **5 - 9** | 5% | 23 | 8% | 22 | 15% | 49 | 17% | 53 | 11% | 50 | 11% | 182 | 16% | 15 |
| **3 - 4** | 7% | 35 | 12% | 32 | 22% | 74 | 17% | 53 | 12% | 51 | 13% | 227 | 16% | 15 |
| **2** | 8% | 36 | 19% | 51 | 8% | 28 | 10% | 29 | 8% | 35 | 10% | 169 | 9% | 8 |
| **1** | 18% | 85 | 20% | 55 | 11% | 38 | 10% | 32 | 6% | 28 | 13% | 225 | 14% | 13 |
| **none** | 38% | 178 | 26% | 71 | 22% | 72 | 17% | 52 | 21% | 91 | 25% | 436 | 29% | 27 |
| **mean:** | | 6.5 | | 3.3 | | 5.9 | | 6.0 | | 10.6 | | 7.0 | | 2.7 |
| **standard error:** | | 0.7 | | 0.4 | | 0.6 | | 0.5 | | 0.7 | | 0.3 | | 0.4 |
| **median:** | | 1 | | 1.5 | | 3 | | 3 | | 4 | | 2 | | 2 |
| **no answer** | 9% | 42 | 8% | 22 | 8% | 27 | 14% | 43 | 12% | 54 | 10% | 175 | 14% | 13 |

## Table 102. Years of Experience

**Results by Budget and Location**

Q22. Approximately how many years of experience in the field of economic development do you have?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **30 years or more** | 6% | 29 | 9% | 26 | 12% | 40 | 9% | 26 | 14% | 61 | 10% | 179 | 2% | 2 |
| **25 - 29 years** | 5% | 23 | 6% | 17 | 8% | 25 | 9% | 26 | 9% | 40 | 7% | 121 | 10% | 9 |
| **20 - 24 years** | 8% | 40 | 12% | 32 | 11% | 37 | 7% | 22 | 10% | 43 | 10% | 164 | 9% | 8 |
| **15 - 19 years** | 15% | 71 | 10% | 28 | 10% | 33 | 14% | 43 | 12% | 51 | 13% | 220 | 6% | 6 |
| **10 - 14 years** | 12% | 57 | 16% | 44 | 15% | 49 | 15% | 45 | 16% | 72 | 15% | 255 | 12% | 11 |
| **5 - 9 years** | 25% | 117 | 22% | 59 | 22% | 73 | 21% | 64 | 16% | 72 | 21% | 359 | 24% | 23 |
| **3 - 4 years** | 11% | 51 | 9% | 25 | 8% | 27 | 6% | 18 | 5% | 24 | 8% | 136 | 9% | 8 |
| **1 - 2 years** | 8% | 40 | 6% | 17 | 6% | 20 | 5% | 16 | 5% | 21 | 6% | 102 | 13% | 12 |
| **less than 1 year** | 0% | 1 | 1% | 4 | 0% | 1 | 1% | 2 | 0% | 2 | 0% | 8 | 2% | 2 |
| **mean:** | | 12.3 | | 14.0 | | 14.9 | | 14.6 | | 16.6 | | 14.6 | | 10.8 |
| **standard error:** | | 0.5 | | 0.7 | | 0.6 | | 0.6 | | 0.6 | | 0.3 | | 0.9 |
| **median:** | | 10 | | 11 | | 12 | | 12 | | 15 | | 12 | | 8 |
| **no answer** | 9% | 42 | 8% | 22 | 8% | 27 | 14% | 43 | 12% | 54 | 10% | 175 | 14% | 13 |

## Table 103. Tenure in Current Position

## Results by Budget and Location

Q23. How many years have you been in your current position?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **30 years or more** | 1% | 5 | 1% | 2 | 2% | 6 | 2% | 7 | 7% | 29 | 3% | 48 | 0% | 0 |
| **25 - 29 years** | 1% | 4 | 2% | 5 | 1% | 4 | 1% | 4 | 1% | 3 | 1% | 20 | 0% | 0 |
| **20 - 24 years** | 3% | 12 | 3% | 7 | 2% | 8 | 1% | 2 | 3% | 12 | 2% | 38 | 3% | 3 |
| **15 - 19 years** | 4% | 19 | 5% | 14 | 4% | 13 | 4% | 11 | 3% | 14 | 4% | 70 | 1% | 1 |
| **10 - 14 years** | 7% | 31 | 9% | 25 | 10% | 33 | 7% | 20 | 8% | 36 | 8% | 135 | 9% | 8 |
| **5 - 9 years** | 24% | 113 | 23% | 64 | 27% | 88 | 26% | 78 | 19% | 84 | 24% | 409 | 19% | 18 |
| **3 - 4 years** | 23% | 106 | 15% | 41 | 16% | 54 | 15% | 47 | 18% | 78 | 18% | 303 | 20% | 19 |
| **1 - 2 years** | 28% | 131 | 30% | 83 | 27% | 89 | 28% | 85 | 28% | 121 | 28% | 478 | 31% | 29 |
| **less than 1 year** | 2% | 8 | 4% | 11 | 3% | 10 | 3% | 8 | 2% | 9 | 3% | 43 | 3% | 3 |
| **mean:** | | 5.9 | | 6.2 | | 6.5 | | 6.0 | | 8.0 | | 6.7 | | 4.9 |
| **standard error:** | | 0.3 | | 0.4 | | 0.4 | | 0.4 | | 0.5 | | 0.2 | | 0.5 |
| **median:** | | 4 | | 4 | | 4 | | 4 | | 4 | | 4 | | 3 |
| **no answer** | 9% | 42 | 8% | 22 | 8% | 27 | 14% | 43 | 12% | 54 | 10% | 175 | 14% | 13 |

## Table 104. Tenure in Prior Position

## Results by Budget and Location

Q24. For how many years were you in the economic development-related position you held prior to your current position?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **40 years or more** | 1% | 3 | 0% | 1 | 1% | 3 | 0% | 0 | 3% | 15 | 1% | 22 | 0% | 0 |
| **30 - 39 years** | 1% | 6 | 1% | 4 | 2% | 5 | 2% | 7 | 4% | 16 | 2% | 36 | 1% | 1 |
| **20 - 29 years** | 5% | 22 | 6% | 17 | 7% | 23 | 5% | 14 | 6% | 26 | 6% | 100 | 1% | 1 |
| **15 - 19 years** | 4% | 20 | 5% | 13 | 8% | 27 | 6% | 17 | 3% | 14 | 5% | 85 | 6% | 6 |
| **10 - 14 years** | 7% | 35 | 9% | 25 | 11% | 36 | 10% | 32 | 14% | 62 | 11% | 182 | 6% | 6 |
| **5 - 9 years** | 24% | 115 | 23% | 64 | 22% | 73 | 20% | 62 | 24% | 104 | 23% | 399 | 18% | 17 |
| **3 - 4 years** | 13% | 59 | 11% | 30 | 15% | 50 | 17% | 51 | 11% | 49 | 13% | 226 | 13% | 12 |
| **0 - 2 years** | 31% | 145 | 32% | 89 | 24% | 81 | 25% | 75 | 21% | 91 | 26% | 446 | 35% | 33 |
| **mean:** | | 6.4 | | 6.9 | | 8.0 | | 7.2 | | 9.8 | | 7.8 | | 5.1 |
| **standard error:** | | 0.4 | | 0.5 | | 0.5 | | 0.5 | | 0.6 | | 0.2 | | 0.7 |
| **median:** | | 4 | | 5 | | 5 | | 5 | | 6 | | 5 | | 3 |
| **no answer** | 14% | 66 | 11% | 31 | 10% | 34 | 15% | 47 | 14% | 63 | 13% | 223 | 19% | 18 |

## Table 105. Level of Prior Position

## Results by Budget and Location

Q25. How would you characterize the organizational level of that prior position?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: industry professionals** | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| **top management (C-suite)** | 12% | 56 | 17% | 46 | 15% | 49 | 10% | 30 | 10% | 46 | 13% | 218 | 5% | 5 |
| **senior management** | 15% | 70 | 19% | 53 | 20% | 65 | 21% | 64 | 17% | 76 | 18% | 311 | 17% | 16 |
| **middle management** | 18% | 85 | 18% | 48 | 16% | 53 | 20% | 60 | 20% | 86 | 18% | 318 | 14% | 13 |
| **first-level supervision or management** | 7% | 34 | 6% | 17 | 8% | 27 | 6% | 19 | 9% | 40 | 8% | 135 | 2% | 2 |
| **intermediate (experienced)** | 13% | 62 | 11% | 31 | 14% | 48 | 16% | 50 | 18% | 77 | 14% | 248 | 21% | 20 |
| **entry-level** | 12% | 57 | 11% | 29 | 11% | 36 | 5% | 14 | 7% | 32 | 9% | 156 | 13% | 12 |
| **technical contributor** | 1% | 5 | 1% | 3 | 2% | 6 | 1% | 2 | 1% | 3 | 1% | 19 | 0% | 0 |
| **other** | 8% | 37 | 6% | 17 | 4% | 13 | 4% | 13 | 3% | 15 | 5% | 84 | 10% | 9 |
| **no answer** | 14% | 65 | 11% | 30 | 11% | 35 | 17% | 53 | 15% | 65 | 13% | 230 | 18% | 17 |

## Table 106. Skills Now Required

**Results by Budget and Location**

Q26. What skills and/or qualifications does your current position require that your prior position did not?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: industry professionals (multiple answers) | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| supervisory | 34% | 161 | 39% | 107 | 37% | 124 | 34% | 104 | 33% | 145 | 35% | 602 | 37% | 35 |
| budgeting | 42% | 197 | 38% | 105 | 41% | 135 | 38% | 117 | 35% | 154 | 39% | 663 | 43% | 40 |
| strategic planning | 51% | 238 | 45% | 124 | 49% | 162 | 37% | 113 | 42% | 183 | 45% | 771 | 46% | 43 |
| human resources | 22% | 105 | 25% | 69 | 26% | 86 | 27% | 82 | 23% | 102 | 24% | 420 | 26% | 24 |
| technology/software | 18% | 85 | 23% | 62 | 19% | 64 | 17% | 51 | 20% | 88 | 19% | 328 | 19% | 18 |
| certification | 17% | 78 | 23% | 63 | 15% | 51 | 17% | 52 | 16% | 71 | 17% | 285 | 27% | 25 |
| advanced degree | 20% | 95 | 19% | 51 | 15% | 49 | 17% | 52 | 20% | 89 | 18% | 311 | 23% | 22 |
| other | 6% | 26 | 6% | 17 | 6% | 21 | 4% | 11 | 3% | 15 | 5% | 81 | 5% | 5 |
| indicated at least one | 67% | 316 | 70% | 191 | 71% | 236 | 62% | 189 | 68% | 300 | 68% | 1162 | 67% | 63 |
| none of these | 21% | 97 | 18% | 49 | 17% | 57 | 20% | 62 | 17% | 74 | 19% | 322 | 16% | 15 |
| no answer | 12% | 58 | 12% | 34 | 12% | 39 | 18% | 54 | 15% | 66 | 14% | 235 | 17% | 16 |

## Table 107. Annual Base Salary



Q27. As of November 1, 2021, what was your annual base salary?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: full-time/year-round industry professionals** | 100% | 410 | 100% | 252 | 100% | 304 | 100% | 266 | 100% | 387 | 100% | 1534 | 100% | 79 |
| **$150,000 or more** | 8% | 34 | 5% | 13 | 14% | 44 | 17% | 46 | 20% | 76 | 14% | 209 | 5% | 4 |
| **$125,000 - $149,999** | 3% | 13 | 8% | 21 | 13% | 40 | 13% | 35 | 9% | 36 | 9% | 133 | 13% | 10 |
| **$100,000 - $124,999** | 12% | 48 | 21% | 54 | 18% | 56 | 15% | 41 | 18% | 68 | 16% | 249 | 23% | 18 |
| **$75,000 - $99,999** | 29% | 119 | 27% | 69 | 23% | 69 | 21% | 57 | 23% | 88 | 25% | 379 | 29% | 23 |
| **$60,000 - $74,999** | 20% | 81 | 20% | 50 | 14% | 44 | 17% | 44 | 14% | 54 | 17% | 255 | 22% | 17 |
| **$50,000 - $59,999** | 13% | 53 | 6% | 14 | 9% | 28 | 7% | 18 | 7% | 28 | 9% | 137 | 4% | 3 |
| **$40,000 - $49,999** | 7% | 30 | 6% | 15 | 4% | 12 | 3% | 7 | 2% | 6 | 5% | 70 | 0% | 0 |
| **$30,000 - $39,999** | 2% | 9 | 1% | 3 | 1% | 4 | 2% | 5 | 1% | 3 | 1% | 23 | 1% | 1 |
| **less than $30,000** | 2% | 9 | 1% | 2 | 0% | 1 | 1% | 3 | 2% | 6 | 1% | 20 | 0% | 0 |
| **mean ($000):** | | 83.2 | | 92.0 | | 112.3 | | 105.2 | | 118.0 | | 102.3 | | 96.6 |
| **standard error:** | | 2.3 | | 5.0 | | 5.5 | | 4.8 | | 4.5 | | 1.9 | | 1.8 |
| **standard deviation:** | | 45.0 | | 48.8 | | 95.5 | | 46.4 | | 85.0 | | 71.2 | | 30.9 |
| **10th percentile** | | 47.5 | | 53.0 | | 54.7 | | 55.0 | | 55.4 | | 51.7 | | 61.5 |
| **25th percentile** | | 58.5 | | 67.0 | | 69.3 | | 70.0 | | 71.0 | | 65.0 | | 72.8 |
| **50th percentile** | | 76.0 | | 85.0 | | 95.5 | | 95.8 | | 98.2 | | 87.5 | | 90.1 |
| **75th percentile** | | 98.1 | | 108.0 | | 128.4 | | 135.0 | | 137.0 | | 120.0 | | 114.3 |
| **90th percentile** | | 134.0 | | 131.0 | | 158.9 | | 165.0 | | 194.2 | | 155.0 | | 143.5 |
| **n:** | | 396 | | 241 | | 298 | | 256 | | 365 | | 1475 | | 76 |
| **no answer** | 3% | 14 | 4% | 11 | 2% | 6 | 4% | 10 | 6% | 22 | 4% | 59 | 4% | 3 |

## Table 108. Change in Base Salary

**Results by Budget and Location**

Q28-29. Were you in this position one year ago and has your annual base salary changed since then (if at all)?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: full-time/year-round industry professionals | 100% | 410 | 100% | 252 | 100% | 304 | 100% | 266 | 100% | 387 | 100% | 1534 | 100% | 79 |
| increased | 62% | 254 | 64% | 162 | 63% | 190 | 68% | 182 | 61% | 235 | 64% | 979 | 53% | 42 |
| by 20% or more | 3% | 12 | 7% | 18 | 4% | 11 | 6% | 15 | 6% | 23 | 5% | 75 | 5% | 4 |
| by 10% - 19% | 8% | 32 | 8% | 20 | 9% | 27 | 10% | 26 | 15% | 57 | 10% | 159 | 4% | 3 |
| by 1% to 9% | 51% | 210 | 49% | 124 | 50% | 152 | 53% | 141 | 40% | 155 | 49% | 745 | 44% | 35 |
| no change | 28% | 113 | 24% | 61 | 28% | 86 | 23% | 60 | 26% | 100 | 25% | 386 | 39% | 31 |
| decreased | 6% | 26 | 6% | 15 | 6% | 17 | 4% | 11 | 8% | 32 | 6% | 98 | 3% | 2 |
| by 1% to 9% | 4% | 18 | 5% | 13 | 5% | 15 | 3% | 9 | 7% | 26 | 5% | 80 | 1% | 1 |
| by 10% or more | 2% | 8 | 1% | 2 | 1% | 2 | 1% | 2 | 2% | 6 | 1% | 18 | 1% | 1 |
| no answer | 4% | 17 | 6% | 14 | 4% | 11 | 5% | 13 | 5% | 20 | 5% | 71 | 5% | 4 |

Q30. What factors are considered when your organization reviews/adjusts base salary for this position?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 410 | 100% | 252 | 100% | 304 | 100% | 266 | 100% | 387 | 100% | 1534 | 100% | 79 |
| city/state/provincial government determines the amount | 34% | 138 | 28% | 70 | 27% | 83 | 23% | 60 | 27% | 104 | 28% | 424 | 38% | 30 |
| cost of living | 37% | 151 | 48% | 120 | 45% | 137 | 46% | 122 | 44% | 171 | 43% | 659 | 52% | 41 |
| discretionary | 17% | 70 | 22% | 56 | 21% | 63 | 27% | 71 | 25% | 95 | 22% | 343 | 11% | 9 |
| performance: organization | 32% | 131 | 44% | 112 | 42% | 129 | 47% | 126 | 43% | 165 | 41% | 636 | 30% | 24 |
| performance: department | 14% | 56 | 21% | 52 | 20% | 61 | 24% | 64 | 31% | 120 | 22% | 337 | 18% | 14 |
| performance: personal | 41% | 169 | 46% | 116 | 52% | 159 | 50% | 132 | 49% | 191 | 48% | 743 | 30% | 24 |
| profit/funds/budget considerations | 35% | 142 | 34% | 85 | 35% | 105 | 33% | 88 | 34% | 132 | 35% | 536 | 18% | 14 |
| seniority/longevity | 19% | 78 | 14% | 35 | 15% | 45 | 18% | 47 | 19% | 75 | 17% | 263 | 18% | 14 |
| union | 3% | 13 | 0% | 1 | 3% | 8 | 4% | 11 | 3% | 11 | 2% | 37 | 9% | 7 |
| other | 5% | 22 | 5% | 12 | 5% | 14 | 4% | 10 | 3% | 11 | 4% | 57 | 14% | 11 |
| indicated at least one | 90% | 369 | 89% | 225 | 93% | 283 | 89% | 238 | 91% | 352 | 91% | 1392 | 87% | 69 |
| don't know | 4% | 18 | 4% | 9 | 4% | 11 | 5% | 14 | 3% | 10 | 4% | 57 | 6% | 5 |
| no answer | 6% | 23 | 7% | 18 | 3% | 10 | 5% | 14 | 6% | 25 | 6% | 85 | 6% | 5 |

## Table 110. Other Compensation Eligibility and Factors

## Results by Budget and Location

Q31-32. Were you eligible to receive cash compensation beyond base salary in the year prior to November 1, 2021? If so, what factors are considered when adjusting base salary for this position?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 410 | 100% | 252 | 100% | 304 | 100% | 266 | 100% | 387 | 100% | 1534 | 100% | 79 |
| eligible | 39% | 159 | 42% | 106 | 48% | 146 | 50% | 133 | 61% | 236 | 49% | 754 | 29% | 23 |
| performance: organization | 13% | 52 | 23% | 59 | 25% | 76 | 31% | 83 | 35% | 137 | 26% | 399 | 6% | 5 |
| performance: department | 12% | 51 | 8% | 19 | 14% | 44 | 17% | 44 | 28% | 109 | 17% | 265 | 3% | 2 |
| performance: personal | 20% | 81 | 20% | 51 | 29% | 88 | 30% | 81 | 40% | 153 | 29% | 446 | 9% | 7 |
| discretionary | 9% | 37 | 13% | 33 | 14% | 42 | 16% | 42 | 23% | 90 | 16% | 239 | 6% | 5 |
| other benefits received | 6% | 25 | 3% | 7 | 8% | 23 | 4% | 11 | 9% | 36 | 6% | 98 | 5% | 4 |
| other | 4% | 18 | 5% | 12 | 4% | 12 | 4% | 11 | 3% | 12 | 4% | 60 | 6% | 5 |
| indicated at least one | 37% | 152 | 40% | 101 | 46% | 141 | 48% | 128 | 59% | 229 | 47% | 727 | 27% | 21 |
| don't know | 2% | 7 | 2% | 4 | 1% | 4 | 2% | 5 | 2% | 6 | 2% | 25 | 1% | 1 |
| no answer | 0% | 0 | 0% | 1 | 0% | 1 | 0% | 0 | 0% | 1 | 0% | 2 | 1% | 1 |
| not eligible | 56% | 229 | 50% | 127 | 48% | 145 | 44% | 118 | 32% | 123 | 45% | 690 | 62% | 49 |
| no answer | 5% | 22 | 8% | 19 | 4% | 13 | 6% | 15 | 7% | 28 | 6% | 90 | 9% | 7 |

## Table 111. Additional Compensation

**Results by Budget and Location**

Q33. How much cash compensation beyond your base salary did you receive in the year prior to November 1, 2021?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: full-time/year-round industry professionals | 100% | 410 | 100% | 252 | 100% | 304 | 100% | 266 | 100% | 387 | 100% | 1534 | 100% | 79 |
| $20,000 or more | 10% | 39 | 10% | 26 | 12% | 35 | 12% | 33 | 16% | 63 | 12% | 190 | 6% | 5 |
| $10,000 - $19,999 | 4% | 16 | 9% | 22 | 7% | 22 | 8% | 21 | 12% | 47 | 8% | 125 | 4% | 3 |
| $7,500 - $9,999 | 1% | 6 | 2% | 4 | 2% | 6 | 6% | 15 | 4% | 14 | 3% | 42 | 3% | 2 |
| $5,000 - $7,499 | 5% | 22 | 4% | 11 | 9% | 26 | 6% | 16 | 6% | 25 | 6% | 99 | 0% | 0 |
| $4,000 - $4,999 | 1% | 6 | 1% | 2 | 1% | 4 | 3% | 9 | 1% | 5 | 2% | 25 | 1% | 1 |
| $3,000 - $3,999 | 1% | 4 | 2% | 5 | 2% | 7 | 4% | 10 | 3% | 11 | 2% | 37 | 0% | 0 |
| $2,000 - $2,999 | 4% | 18 | 4% | 9 | 2% | 7 | 3% | 7 | 3% | 10 | 3% | 49 | 3% | 2 |
| $1,000 - $1,999 | 5% | 20 | 5% | 12 | 7% | 20 | 2% | 6 | 3% | 13 | 5% | 70 | 0% | 0 |
| less than $1,000 | 3% | 13 | 2% | 4 | 2% | 6 | 4% | 11 | 3% | 12 | 3% | 43 | 4% | 3 |
| $0 | 39% | 158 | 34% | 85 | 33% | 101 | 27% | 73 | 27% | 103 | 32% | 484 | 43% | 34 |
| mean ($000): | | 6.5 | | 11.6 | | 11.4 | | 14.7 | | 17.3 | | 12.4 | | 8.0 |
| standard error: | | 1.1 | | 3.3 | | 1.7 | | 4.0 | | 2.6 | | 1.0 | | 1.7 |
| standard deviation: | | 18.8 | | 28.8 | | 25.3 | | 35.0 | | 44.7 | | 32.6 | | 25.8 |
| 10th percentile | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 |
| 25th percentile | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 | | 0.0 |
| 50th percentile | | 0.0 | | 1.0 | | 1.2 | | 3.0 | | 4.0 | | 1.5 | | 0.0 |
| 75th percentile | | 5.0 | | 10.0 | | 8.3 | | 10.0 | | 15.0 | | 10.0 | | 1.7 |
| 90th percentile | | 20.0 | | 25.4 | | 30.0 | | 32.0 | | 50.0 | | 30.0 | | 17.3 |
| n: | | 302 | | 180 | | 234 | | 201 | | 303 | | 1164 | | 50 |
| no answer | 26% | 108 | 29% | 72 | 23% | 70 | 24% | 65 | 22% | 84 | 24% | 370 | 37% | 29 |

## Table 112. Employment Contract

**Results by Budget and Location**

Q34-35. Is your employment on a contract basis? If yes, what is the term of your current contract?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: full-time/year-round industry professionals | 100% | 410 | 100% | 252 | 100% | 304 | 100% | 266 | 100% | 387 | 100% | 1534 | 100% | 79 |
| employed on a contract basis | 26% | 105 | 14% | 36 | 21% | 63 | 20% | 53 | 25% | 97 | 22% | 343 | 13% | 10 |
| 10 years or more | 1% | 5 | 1% | 3 | 1% | 4 | 2% | 6 | 3% | 12 | 2% | 29 | 1% | 1 |
| 8 - 9 years | 0% | 1 | 0% | 0 | 1% | 3 | 1% | 2 | 2% | 6 | 1% | 12 | 0% | 0 |
| 6 - 7 years | 1% | 3 | 1% | 2 | 1% | 4 | 2% | 6 | 6% | 22 | 2% | 37 | 0% | 0 |
| 4 - 5 years | 9% | 37 | 2% | 5 | 5% | 16 | 4% | 11 | 5% | 18 | 6% | 85 | 1% | 1 |
| 3 years | 4% | 18 | 6% | 14 | 5% | 16 | 5% | 14 | 6% | 23 | 5% | 83 | 3% | 2 |
| 2 years | 2% | 7 | 1% | 3 | 2% | 5 | 2% | 4 | 2% | 9 | 2% | 27 | 1% | 1 |
| 1 year | 7% | 29 | 3% | 7 | 5% | 14 | 3% | 8 | 1% | 4 | 4% | 58 | 5% | 4 |
| less than 1 year | 1% | 3 | 0% | 1 | 0% | 0 | 1% | 2 | 1% | 3 | 1% | 8 | 1% | 1 |
| no contract length specified | 0% | 2 | 0% | 1 | 0% | 1 | 0% | 0 | 0% | 0 | 0% | 4 | 0% | 0 |
| mean (years): | | 8.0 | | 5.0 | | 11.0 | | 4.5 | | 15.1 | | 4.6 | | 5.7 |
| standard error: | | 0.9 | | 0.3 | | 1.3 | | 0.3 | | 1.4 | | 0.1 | | 0.7 |
| median: | | 6 | | 5 | | 8 | | 5 | | 10 | | 5 | | 6.5 |
| not employed on a contract basis | 69% | 283 | 78% | 196 | 76% | 231 | 75% | 199 | 68% | 263 | 72% | 1103 | 81% | 64 |
| no answer | 5% | 22 | 8% | 20 | 3% | 10 | 5% | 14 | 7% | 27 | 6% | 88 | 6% | 5 |

## Table 113. Medical Coverage

## Results by Budget and Location

Q36. What types of medical coverage does your employer currently offer?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 410 | 100% | 252 | 100% | 304 | 100% | 266 | 100% | 387 | 100% | 1534 | 100% | 79 |
| Preferred Provider Organization (PPO) | 52% | 212 | 59% | 149 | 70% | 213 | 70% | 186 | 73% | 284 | 66% | 1006 | 48% | 38 |
| Health Maintenance Organization (HMO) | 26% | 108 | 19% | 48 | 25% | 76 | 30% | 80 | 36% | 138 | 29% | 439 | 11% | 9 |
| cash/stipend | 7% | 28 | 10% | 24 | 12% | 35 | 5% | 14 | 6% | 24 | 8% | 121 | 5% | 4 |
| traditional fee for service | 4% | 18 | 4% | 9 | 8% | 23 | 5% | 14 | 10% | 39 | 6% | 95 | 10% | 8 |
| other | 5% | 21 | 4% | 10 | 3% | 10 | 2% | 5 | 2% | 6 | 2% | 31 | 27% | 21 |
| indicated at least one | 82% | 337 | 83% | 210 | 93% | 284 | 92% | 244 | 93% | 361 | 89% | 1365 | 87% | 69 |
| no medical coverage offered | 12% | 48 | 9% | 23 | 3% | 9 | 3% | 7 | 1% | 2 | 5% | 81 | 5% | 4 |
| no answer | 6% | 25 | 8% | 19 | 4% | 11 | 6% | 15 | 6% | 24 | 6% | 88 | 8% | 6 |

## Table 114. Retirement Plan

## Results by Budget and Location

Q37. What retirement plans does your employer currently offer?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 410 | 100% | 252 | 100% | 304 | 100% | 266 | 100% | 387 | 100% | 1534 | 100% | 79 |
| defined contribution plan | 21% | 86 | 33% | 82 | 36% | 110 | 41% | 109 | 46% | 178 | 35% | 541 | 30% | 24 |
| state/provincial/government retirement system | 50% | 205 | 32% | 80 | 34% | 102 | 36% | 95 | 43% | 167 | 41% | 624 | 29% | 23 |
| defined benefit (pension) plan | 12% | 50 | 11% | 28 | 16% | 48 | 17% | 44 | 24% | 91 | 15% | 235 | 32% | 25 |
| SEP IRA | 5% | 19 | 7% | 17 | 11% | 32 | 10% | 26 | 5% | 18 | 7% | 112 | 0% | 0 |
| matching IRA/Keogh | 9% | 37 | 16% | 40 | 21% | 65 | 14% | 38 | 16% | 61 | 16% | 238 | 4% | 3 |
| other | 4% | 15 | 5% | 12 | 4% | 11 | 4% | 11 | 2% | 9 | 4% | 55 | 4% | 3 |
| indicated at least one | 81% | 332 | 85% | 214 | 93% | 282 | 92% | 244 | 92% | 356 | 89% | 1360 | 82% | 65 |
| no retirement plan offered | 13% | 54 | 7% | 18 | 4% | 11 | 3% | 8 | 2% | 7 | 6% | 88 | 9% | 7 |
| no answer | 6% | 24 | 8% | 20 | 4% | 11 | 5% | 14 | 6% | 24 | 6% | 86 | 9% | 7 |

## Table 115. Weeks of Paid Time Off

## Results by Budget and Location

Q38. Annually, how many weeks of non-holiday PTO do you qualify for?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: full-time/year-round industry professionals** | 100% | 410 | 100% | 252 | 100% | 304 | 100% | 266 | 100% | 387 | 100% | 1534 | 100% | 79 |
| **7 or more** | 7% | 30 | 8% | 20 | 12% | 37 | 9% | 25 | 16% | 60 | 11% | 163 | 10% | 8 |
| **6** | 7% | 29 | 6% | 16 | 12% | 36 | 10% | 27 | 14% | 53 | 10% | 147 | 16% | 13 |
| **5** | 15% | 61 | 15% | 37 | 16% | 48 | 13% | 35 | 14% | 55 | 15% | 225 | 14% | 11 |
| **4** | 18% | 74 | 28% | 71 | 23% | 69 | 22% | 59 | 20% | 77 | 22% | 336 | 18% | 14 |
| **3** | 23% | 93 | 15% | 39 | 16% | 48 | 18% | 48 | 11% | 42 | 17% | 261 | 11% | 9 |
| **2** | 17% | 71 | 16% | 40 | 13% | 40 | 15% | 41 | 16% | 62 | 16% | 239 | 16% | 13 |
| **1** | 2% | 9 | 1% | 3 | 2% | 6 | 3% | 7 | 2% | 6 | 2% | 26 | 5% | 4 |
| **Less than 1** | 0% | 0 | 1% | 2 | 0% | 1 | 2% | 4 | 0% | 0 | 0% | 7 | 0% | 0 |
| **none** | 3% | 13 | 0% | 1 | 0% | 1 | 0% | 0 | 1% | 3 | 1% | 16 | 3% | 2 |
| **mean:** | | 3.7 | | 4.3 | | 4.6 | | 4.3 | | 5.2 | | 4.4 | | 4.5 |
| **standard error:** | | 0.2 | | 0.1 | | 0.3 | | 0.1 | | 0.2 | | 0.1 | | 0.3 |
| **median:** | | 3.8 | | 4.2 | | 4.4 | | 4.0 | | 5.6 | | 4.0 | | 4.5 |
| **no answer** | 7% | 30 | 9% | 23 | 6% | 18 | 8% | 20 | 7% | 29 | 7% | 114 | 6% | 5 |

| *2021 values converted to weeks using scale below: | |
|---|---|
| 7 weeks | 35+ days |
| 6 weeks | 30-34 days |
| 5 weeks | 25-29 days |
| 4 weeks | 20-24 days |
| 3 weeks | 15-19 days |
| 2 weeks | 10-14 days |
| 1 week | 5-9 days |
| less than 1 week | 1-4 days |

## Table 116. Number or Holidays

**Results by Budget and Location**

Q39. How many holidays does your organization observe (if any)?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base: full-time/year-round industry professionals** | 100% | 410 | 100% | 252 | 100% | 304 | 100% | 266 | 100% | 387 | 100% | 1534 | 100% | 79 |
| **10+** | 68% | 279 | 68% | 172 | 64% | 194 | 71% | 189 | 75% | 289 | 69% | 1062 | 76% | 60 |
| **9** | 7% | 27 | 8% | 19 | 8% | 24 | 5% | 13 | 6% | 22 | 7% | 105 | 0% | 0 |
| **8** | 7% | 28 | 6% | 15 | 11% | 32 | 6% | 17 | 6% | 23 | 7% | 106 | 10% | 8 |
| **7** | 5% | 21 | 3% | 7 | 6% | 17 | 3% | 9 | 3% | 10 | 4% | 61 | 4% | 3 |
| **6** | 3% | 11 | 3% | 7 | 3% | 10 | 3% | 7 | 1% | 4 | 2% | 37 | 1% | 1 |
| **5** | 2% | 10 | 3% | 7 | 2% | 6 | 2% | 6 | 2% | 9 | 2% | 36 | 0% | 0 |
| **1-4** | 1% | 4 | 0% | 1 | 1% | 3 | 1% | 3 | 0% | 1 | 1% | 10 | 1% | 1 |
| **0** | 0% | 2 | 0% | 1 | 1% | 2 | 0% | 0 | 0% | 0 | 0% | 4 | 1% | 1 |
| **no answer** | 7% | 28 | 9% | 23 | 5% | 16 | 8% | 22 | 7% | 29 | 7% | 113 | 6% | 5 |

## Table 117. Remote / Telework

**Results by Budget and Location**

Q40-41. Does your employer offer a permanent remote/telework option, either full or part time?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: full-time/year-round industry professionals | 100% | 410 | 100% | 252 | 100% | 304 | 100% | 266 | 100% | 387 | 100% | 1534 | 100% | 79 |
| yes | 20% | 82 | 22% | 56 | 29% | 88 | 32% | 84 | 42% | 162 | 29% | 440 | 37% | 29 |
| full-time | 10% | 42 | 14% | 35 | 18% | 56 | 16% | 42 | 28% | 108 | 17% | 267 | 18% | 14 |
| part-time | 10% | 39 | 8% | 21 | 10% | 31 | 16% | 42 | 14% | 53 | 11% | 170 | 19% | 15 |
| remote/telework option, but type not specified | 0% | 1 | 0% | 0 | 0% | 1 | 0% | 0 | 0% | 1 | 0% | 3 | 0% | 0 |
| no | 74% | 303 | 69% | 173 | 66% | 202 | 61% | 163 | 51% | 199 | 65% | 992 | 57% | 45 |
| no answer | 6% | 25 | 9% | 23 | 5% | 14 | 7% | 19 | 7% | 26 | 7% | 102 | 6% | 5 |

## Table 118. Other Benefits

**Results by Budget and Location**

Q42. Which of these other benefits does your employer offer (whether you use them or not)? select all that apply

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: full-time/year-round industry professionals (multiple answers) | 100% | 410 | 100% | 252 | 100% | 304 | 100% | 266 | 100% | 387 | 100% | 1534 | 100% | 79 |
| car allowance | 19% | 79 | 21% | 52 | 22% | 68 | 23% | 61 | 21% | 81 | 22% | 330 | 13% | 10 |
| cell phone | 55% | 227 | 63% | 158 | 65% | 199 | 67% | 179 | 65% | 250 | 62% | 955 | 72% | 57 |
| childcare allowance | 3% | 13 | 1% | 3 | 6% | 18 | 4% | 10 | 7% | 27 | 5% | 70 | 1% | 1 |
| company car | 13% | 54 | 14% | 35 | 12% | 37 | 17% | 44 | 19% | 75 | 16% | 245 | 0% | 0 |
| country/recreational club membership | 8% | 33 | 6% | 15 | 13% | 40 | 9% | 25 | 11% | 44 | 10% | 152 | 6% | 5 |
| employee assistance program | 25% | 104 | 28% | 70 | 30% | 91 | 37% | 99 | 42% | 164 | 32% | 486 | 51% | 40 |
| flex-time | 39% | 158 | 39% | 98 | 34% | 102 | 40% | 106 | 39% | 150 | 38% | 579 | 43% | 34 |
| funding/time-off for professional development | 53% | 216 | 58% | 147 | 63% | 193 | 55% | 146 | 55% | 211 | 56% | 862 | 65% | 51 |
| further education financing | 22% | 92 | 25% | 62 | 25% | 77 | 29% | 76 | 28% | 107 | 25% | 389 | 32% | 25 |
| technology allowance | 7% | 30 | 8% | 20 | 12% | 37 | 9% | 25 | 16% | 62 | 11% | 167 | 9% | 7 |
| mileage reimbursement | 64% | 262 | 60% | 150 | 63% | 192 | 67% | 177 | 53% | 204 | 60% | 926 | 75% | 59 |
| moving expenses | 13% | 53 | 8% | 20 | 13% | 40 | 14% | 37 | 14% | 56 | 13% | 196 | 11% | 9 |
| free or reduced parking | 17% | 69 | 21% | 52 | 33% | 99 | 36% | 97 | 36% | 141 | 28% | 429 | 37% | 29 |
| professional association dues | 51% | 209 | 58% | 146 | 58% | 177 | 59% | 158 | 48% | 186 | 54% | 834 | 52% | 41 |
| spouse travel expenses | 1% | 3 | 0% | 1 | 1% | 4 | 3% | 8 | 4% | 16 | 2% | 31 | 0% | 0 |
| stock options | 0% | 2 | 1% | 3 | 3% | 8 | 3% | 7 | 3% | 11 | 2% | 31 | 0% | 0 |
| thrift/savings plan | 4% | 17 | 5% | 12 | 6% | 18 | 6% | 17 | 9% | 35 | 6% | 98 | 1% | 1 |
| free or reduced transit fees | 4% | 15 | 2% | 4 | 5% | 15 | 6% | 16 | 13% | 51 | 6% | 97 | 5% | 4 |
| use of organization credit card | 37% | 153 | 47% | 119 | 44% | 135 | 46% | 123 | 35% | 136 | 41% | 628 | 47% | 37 |
| wellness/fitness program | 26% | 108 | 19% | 47 | 23% | 70 | 21% | 57 | 29% | 112 | 24% | 366 | 34% | 27 |
| other | 2% | 9 | 2% | 5 | 2% | 5 | 1% | 2 | 0% | 1 | 1% | 21 | 1% | 1 |
| indicated at least one | 91% | 373 | 89% | 225 | 93% | 282 | 91% | 242 | 91% | 353 | 91% | 1399 | 91% | 72 |
| none of these | 3% | 13 | 1% | 3 | 3% | 8 | 2% | 4 | 2% | 6 | 2% | 30 | 3% | 2 |
| no answer | 6% | 24 | 10% | 24 | 5% | 14 | 8% | 20 | 7% | 28 | 7% | 105 | 6% | 5 |

## Table 119. Academic Degrees

## Results by Budget and Location

Q43. What is the highest academic degree you have earned?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| all respondents | | 471 | | 274 | | 332 | | 305 | | 440 | | 1719 | | 94 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| doctorate | 1% | 5 | 1% | 2 | 2% | 7 | 0% | 0 | 2% | 10 | 1% | 23 | 1% | 1 |
| law degree | 1% | 3 | 1% | 4 | 1% | 3 | 2% | 7 | 1% | 3 | 1% | 20 | 0% | 0 |
| master's degree | 35% | 165 | 35% | 96 | 38% | 126 | 38% | 115 | 41% | 179 | 38% | 652 | 29% | 27 |
| bachelor's degree | 36% | 168 | 39% | 107 | 36% | 121 | 35% | 108 | 34% | 148 | 36% | 612 | 37% | 35 |
| associate's degree | 8% | 36 | 5% | 15 | 7% | 23 | 4% | 11 | 4% | 18 | 5% | 92 | 12% | 11 |
| high school diploma or equivalent | 7% | 33 | 3% | 9 | 4% | 13 | 3% | 9 | 2% | 10 | 4% | 70 | 3% | 3 |
| no answer | 13% | 61 | 15% | 41 | 12% | 39 | 18% | 55 | 16% | 72 | 15% | 250 | 18% | 17 |

## Table 120. Formal Training in Economic Development

**Results by Budget and Location**

Q44. What formal training in economic development have you had (if any)? select all that apply

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| all respondents | | 471 | | 274 | | 332 | | 305 | | 440 | | 1719 | | 94 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: (multiple answers) | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| basic economic development course | 61% | 287 | 64% | 176 | 60% | 198 | 56% | 170 | 53% | 234 | 59% | 1019 | 47% | 44 |
| local/regional/state/ provincial programs | 45% | 211 | 48% | 132 | 45% | 151 | 40% | 122 | 43% | 187 | 45% | 768 | 35% | 33 |
| college or university course(s) | 34% | 158 | 31% | 85 | 33% | 109 | 33% | 102 | 40% | 177 | 34% | 584 | 47% | 44 |
| IEDC-accredited course | 44% | 207 | 51% | 141 | 50% | 167 | 51% | 156 | 49% | 215 | 49% | 849 | 37% | 35 |
| Economic Development Council | 17% | 79 | 15% | 41 | 14% | 48 | 13% | 40 | 16% | 69 | 15% | 260 | 18% | 17 |
| National Development Council | 11% | 53 | 17% | 46 | 16% | 52 | 16% | 49 | 17% | 73 | 16% | 267 | 5% | 5 |
| Community Development Institute | 8% | 39 | 6% | 16 | 7% | 23 | 4% | 11 | 7% | 32 | 7% | 118 | 2% | 2 |
| OU/EDI | 14% | 68 | 23% | 64 | 22% | 73 | 21% | 64 | 15% | 68 | 20% | 336 | 1% | 1 |
| other | 5% | 23 | 5% | 13 | 5% | 15 | 3% | 9 | 4% | 19 | 4% | 70 | 7% | 7 |
| indicated at least one | 83% | 390 | 81% | 222 | 82% | 271 | 76% | 231 | 78% | 345 | 80% | 1381 | 76% | 71 |
| no formal training | 4% | 19 | 4% | 12 | 6% | 20 | 6% | 17 | 5% | 22 | 5% | 83 | 6% | 6 |
| no answer | 13% | 62 | 15% | 40 | 12% | 41 | 19% | 57 | 17% | 73 | 15% | 255 | 18% | 17 |

## Table 121. Professional Certifications

## Results by Budget and Location

Q45. What professional certifications do you currently hold (if any)? select all that apply

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| all respondents | | 471 | | 274 | | 332 | | 305 | | 440 | | 1719 | | 94 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: (multiple answers) | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| AICP - American Institute of Certified Planners | 11% | 50 | 3% | 8 | 7% | 22 | 3% | 8 | 6% | 27 | 7% | 114 | 0% | 0 |
| CAE - Certified Association Executive | 1% | 5 | 1% | 2 | 5% | 15 | 4% | 11 | 7% | 29 | 4% | 61 | 0% | 0 |
| CCE - Certified Chamber Executive | 1% | 7 | 1% | 3 | 6% | 19 | 2% | 7 | 9% | 41 | 4% | 77 | 0% | 0 |
| CEcD, EcD, CED - Certified Economic Developer | 16% | 74 | 21% | 57 | 22% | 74 | 20% | 60 | 23% | 101 | 21% | 353 | 13% | 12 |
| EDFP - Economic Development Finance Professional | 12% | 58 | 9% | 25 | 9% | 30 | 10% | 32 | 13% | 55 | 12% | 200 | 0% | 0 |
| other | 8% | 36 | 11% | 30 | 8% | 27 | 8% | 24 | 7% | 30 | 8% | 142 | 4% | 4 |
| indicated at least one | 31% | 146 | 35% | 96 | 41% | 137 | 36% | 111 | 43% | 188 | 38% | 660 | 17% | 16 |
| none | 46% | 215 | 39% | 107 | 37% | 124 | 38% | 115 | 34% | 149 | 38% | 652 | 55% | 52 |
| no answer | 23% | 110 | 26% | 71 | 21% | 71 | 26% | 79 | 23% | 103 | 24% | 407 | 28% | 26 |

## Table 122. IEDC Membership

**Results by Budget and Location**

Q46. Are you currently a member of IEDC?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **all respondents** | | 471 | | 274 | | 332 | | 305 | | 440 | | 1719 | | 94 |
| **not asked** | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| **base:** | **100%** | 471 | **100%** | 274 | **100%** | 332 | **100%** | 305 | **100%** | 440 | **100%** | 1719 | **100%** | 94 |
| **yes** | **43%** | 202 | **61%** | 167 | **61%** | 202 | **63%** | 192 | **61%** | 268 | **57%** | 988 | **40%** | 38 |
| **no** | **43%** | 202 | **23%** | 63 | **26%** | 86 | **19%** | 57 | **22%** | 96 | **27%** | 461 | **43%** | 40 |
| **no answer** | **14%** | 67 | **16%** | 44 | **13%** | 44 | **18%** | 56 | **17%** | 76 | **16%** | 270 | **17%** | 16 |

## Table 123. Age

**Results by Budget and Location**

Q47. What is your age?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| all respondents | | 471 | | 274 | | 332 | | 305 | | 440 | | 1719 | | 94 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| 65 or over | 7% | 31 | 7% | 19 | 4% | 14 | 5% | 14 | 2% | 9 | 5% | 87 | 3% | 3 |
| 60 - 64 | 10% | 48 | 11% | 29 | 9% | 31 | 8% | 24 | 6% | 28 | 9% | 157 | 1% | 1 |
| 55 - 59 | 12% | 55 | 8% | 21 | 11% | 38 | 11% | 34 | 12% | 52 | 11% | 186 | 15% | 14 |
| 50 - 54 | 10% | 47 | 12% | 32 | 12% | 41 | 9% | 26 | 11% | 49 | 11% | 187 | 7% | 7 |
| 45 - 49 | 10% | 49 | 10% | 28 | 10% | 33 | 9% | 28 | 9% | 40 | 10% | 164 | 14% | 13 |
| 40 - 44 | 12% | 56 | 11% | 30 | 11% | 38 | 11% | 35 | 12% | 54 | 12% | 203 | 11% | 10 |
| 35 - 39 | 9% | 41 | 12% | 32 | 13% | 43 | 12% | 38 | 16% | 70 | 12% | 211 | 14% | 13 |
| 30 - 34 | 9% | 44 | 8% | 23 | 9% | 30 | 11% | 34 | 8% | 37 | 9% | 153 | 13% | 12 |
| 25 - 29 | 7% | 31 | 5% | 13 | 6% | 19 | 5% | 14 | 5% | 24 | 6% | 97 | 4% | 4 |
| under 25 | 0% | 2 | 1% | 4 | 1% | 3 | 1% | 2 | 0% | 2 | 1% | 12 | 1% | 1 |
| prefer not to say | 0% | 1 | 1% | 3 | 1% | 2 | 0% | 1 | 1% | 3 | 1% | 10 | 0% | 0 |
| no answer | 13% | 62 | 15% | 40 | 12% | 40 | 18% | 55 | 16% | 72 | 15% | 252 | 17% | 16 |

## Table 124. Gender Identity

## Results by Budget and Location

Q48. How do you gender identify?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| all respondents | | 471 | | 274 | | 332 | | 305 | | 440 | | 1719 | | 94 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| male | 32% | 152 | 39% | 107 | 41% | 135 | 40% | 121 | 40% | 176 | 38% | 652 | 38% | 36 |
| female | 47% | 221 | 45% | 122 | 45% | 149 | 40% | 123 | 40% | 177 | 43% | 746 | 45% | 42 |
| gender non-conforming and/or transgender | 0% | 0 | 0% | 1 | 1% | 2 | 0% | 0 | 1% | 6 | 1% | 9 | 0% | 0 |
| prefer to self-describe | 6% | 29 | 0% | 1 | 0% | 1 | 0% | 1 | 0% | 1 | 2% | 32 | 0% | 0 |
| prefer not to say | 1% | 6 | 1% | 3 | 2% | 5 | 1% | 4 | 2% | 7 | 1% | 25 | 0% | 0 |
| no answer | 13% | 63 | 15% | 40 | 12% | 40 | 18% | 56 | 17% | 73 | 15% | 255 | 17% | 16 |

## Table 125. Hispanic, Latino/a/x, or Spanish Origin

## Results by Budget and Location

Q49. Are you of Hispanic, Latino/a/x, or of Spanish origin? (one or more categories may be selected)

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| all respondents | | 471 | | 274 | | 332 | | 305 | | 440 | | 1719 | | 94 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: (multiple answers) | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| No, not of Hispanic, Latino/a/x, or Spanish origin | 69% | 325 | 76% | 207 | 73% | 242 | 71% | 218 | 64% | 280 | 70% | 1204 | 68% | 64 |
| Yes, Mexican, Mexican American, Chicano/a/x | 11% | 51 | 2% | 5 | 5% | 17 | 4% | 11 | 5% | 22 | 6% | 104 | 0% | 0 |
| Yes, Puerto Rican | 1% | 3 | 1% | 4 | 1% | 2 | 0% | 0 | 3% | 13 | 1% | 22 | 0% | 0 |
| Yes, Cuban | 0% | 0 | 0% | 1 | 1% | 3 | 0% | 1 | 1% | 6 | 1% | 11 | 0% | 0 |
| Yes, Another Hispanic, Latino/a/x or Spanish origin | 2% | 9 | 2% | 5 | 4% | 12 | 3% | 8 | 4% | 19 | 3% | 53 | 0% | 0 |
| prefer not to say | 2% | 9 | 1% | 4 | 3% | 10 | 3% | 9 | 5% | 22 | 3% | 49 | 4% | 4 |
| Prefer to self-describe | 1% | 3 | 0% | 1 | 0% | 1 | 0% | 0 | 0% | 0 | 0% | 3 | 1% | 1 |
| no answer | 15% | 71 | 17% | 47 | 14% | 45 | 19% | 58 | 18% | 78 | 16% | 273 | 27% | 25 |

Q50. What race or races do you identify with?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| all respondents | | 471 | | 274 | | 332 | | 305 | | 440 | | 1719 | | 94 |
| not asked | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 | | 0 |
| base: (multiple answers) | 100% | 471 | 100% | 274 | 100% | 332 | 100% | 305 | 100% | 440 | 100% | 1719 | 100% | 94 |
| American Indian or Alaskan Native | 9% | 42 | 2% | 5 | 3% | 11 | 3% | 8 | 8% | 35 | 6% | 104 | 0% | 0 |
| Asian | 8% | 37 | 1% | 3 | 2% | 8 | 1% | 4 | 6% | 27 | 5% | 78 | 1% | 1 |
| Black or African American | 8% | 38 | 3% | 7 | 4% | 14 | 5% | 16 | 12% | 53 | 7% | 127 | 1% | 1 |
| Native Hawaiian or Other Pacific Islander | 6% | 30 | 0% | 1 | 2% | 5 | 1% | 4 | 2% | 10 | 3% | 49 | 0% | 0 |
| White | 77% | 363 | 78% | 214 | 76% | 251 | 70% | 213 | 62% | 274 | 72% | 1244 | 72% | 68 |
| Some other race, ethnicity, or origin | 7% | 31 | 1% | 2 | 1% | 4 | 3% | 8 | 3% | 14 | 3% | 56 | 2% | 2 |
| prefer not to say | 2% | 9 | 3% | 7 | 2% | 8 | 4% | 11 | 3% | 14 | 3% | 44 | 3% | 3 |
| prefer to self-describe | 2% | 8 | 1% | 3 | 0% | 1 | 1% | 2 | 0% | 2 | 1% | 10 | 3% | 3 |
| no answer | 13% | 63 | 15% | 41 | 13% | 42 | 18% | 56 | 17% | 73 | 15% | 257 | 18% | 17 |

# COMPENSATION RESULTS INDEX


127 Type of Organization
128 Polulation Served
129 Employment Location
130 Employees in Organization
131 Employees in Economic Development
132 Economic Development Budget
133 Economic Development Funding Source
134 Position
135 Level of Position
136 Activities Managed/Performed
137 Experience and Tenure
138 Number Supervised and Education
139 Formal Economic Development Training
140 Certifications
141 IEDC Membership and Age
142 Gender and Race
143 Hispanic, Latino/a/x, or of Spanish Origin


| Total Compensation (USD 000) | Base Salary + Other Cash Compensation |
|---|---|

Table 127. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 1,558 | 65.0 | 88.0 | 120.0 | 102.9 | 1,558 | 68.0 | 92.0 | 132.0 | 112.1 |
| **Nature of Organization** | | | | | | | | | | |
| **city government** | 375 | 70.0 | 90.0 | 115.0 | 98.7 | 375 | 73.0 | 92.2 | 122.0 | 104.3 |
| **county government** | 167 | 64.0 | 79.5 | 109.5 | 93.7 | 167 | 65.0 | 80.0 | 115.5 | 99.1 |
| **state/provincial government** | 75 | 66.0 | 85.0 | 106.0 | 92.5 | 75 | 70.0 | 88.0 | 109.5 | 95.5 |
| **development authority/other type of authority** | 107 | 65.0 | 94.0 | 115.0 | 104.2 | 107 | 68.6 | 96.5 | 124.5 | 113.1 |
| **utility** | 30 | 89.0 | 115.2 | 130.3 | 108.0 | 30 | 104.3 | 123.5 | 139.9 | 117.5 |
| **consulting firm** | 46 | 60.0 | 87.5 | 143.8 | 103.1 | 46 | 64.2 | 99.9 | 155.0 | 116.6 |
| **not-for-profit organization** | 173 | 62.4 | 85.0 | 115.0 | 95.8 | 173 | 63.0 | 86.5 | 136.3 | 105.8 |
| **regional economic development organization** | 202 | 60.0 | 87.5 | 128.0 | 104.8 | 202 | 65.0 | 93.5 | 140.9 | 115.5 |
| **chamber of commerce** | 104 | 65.0 | 88.0 | 130.0 | 118.1 | 104 | 66.1 | 95.5 | 148.5 | 131.8 |
| **neighborhood organization/ community development corporation (CDC)** | 61 | 75.0 | 150.0 | 150.0 | 136.4 | 61 | 80.0 | 170.0 | 170.0 | 155.7 |
| **public-private partnership** | 115 | 68.5 | 88.4 | 129.4 | 119.3 | 115 | 70.3 | 93.0 | 147.5 | 138.6 |
| **educational institution** | 44 | 64.8 | 80.0 | 106.5 | 87.8 | 44 | 63.2 | 81.8 | 103.0 | 86.9 |
| **other** | 59 | 59.5 | 88.6 | 122.5 | 96.7 | 59 | 63.2 | 92.8 | 130.5 | 104.8 |

Table 128. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Population Served** | | | | | | | | | | |
| **2 million or more** | 176 | 73.5 | 97.2 | 130.6 | 110.0 | 176 | 76.5 | 100.0 | 138.0 | 120.0 |
| **1 - 1.99 million** | 97 | 62.0 | 95.0 | 136.0 | 123.8 | 97 | 66.2 | 105.0 | 155.0 | 137.3 |
| **500,000 - 999,999** | 140 | 70.0 | 100.0 | 141.3 | 122.8 | 140 | 77.1 | 107.5 | 152.8 | 131.8 |
| **250,000 - 499,999** | 162 | 64.3 | 85.8 | 110.0 | 95.7 | 162 | 66.4 | 90.0 | 129.5 | 106.4 |
| **100,000 - 249,999** | 262 | 67.9 | 96.5 | 135.0 | 113.2 | 262 | 70.0 | 100.0 | 141.5 | 122.6 |
| **50,000 - 99,999** | 197 | 67.5 | 90.0 | 116.0 | 99.8 | 197 | 72.0 | 93.0 | 125.0 | 108.2 |
| **25,000 - 49,999** | 202 | 65.0 | 85.0 | 106.0 | 93.4 | 202 | 68.0 | 87.4 | 115.0 | 99.7 |
| **10,000 - 24,999** | 206 | 62.9 | 81.0 | 110.2 | 88.1 | 206 | 64.6 | 85.0 | 116.0 | 96.2 |
| **fewer than 10,000** | 116 | 55.8 | 73.5 | 91.1 | 85.8 | 116 | 56.9 | 74.5 | 99.3 | 95.7 |

## Table 129. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Region** | | | | | | | | | | |
| **US Southeast** (AL, FL, GA, KY, MS, NC, SC, TN) | 296 | 69.8 | 93.3 | 120.0 | 102.9 | 296 | 72.0 | 97.4 | 132.1 | 114.0 |
| **US Southwest** (AR, LA, NM, OK, TX) | 228 | 65.0 | 90.0 | 131.4 | 112.7 | 228 | 67.2 | 95.0 | 140.3 | 120.9 |
| **US Midwest** (IL, IN, MI, MN, OH, WI) | 264 | 65.0 | 83.1 | 107.7 | 98.5 | 264 | 65.9 | 85.0 | 115.1 | 109.1 |
| **US Central** (CO, IA, KS, MO, MT, ND, NE, SD, UT, WY) | 226 | 62.6 | 81.5 | 119.5 | 95.4 | 226 | 64.5 | 84.5 | 127.5 | 103.3 |
| **US Northeast** (CT, DE, DC, ME, MD, MA, NH, NJ, NY, PA, RI, VT, VA, WV, PR, VI) | 245 | 69.0 | 90.0 | 125.0 | 106.0 | 245 | 71.0 | 95.0 | 135.0 | 115.1 |
| **Northwest** (AK, AZ, CA, HI, ID, NV, OR, WA, Pacific Territories) | 212 | 66.2 | 90.0 | 130.0 | 104.5 | 212 | 69.9 | 95.0 | 140.0 | 111.6 |
| **US, but no region** | 6 | 69.0 | 135.0 | 172.5 | 131.2 | 6 | 156.5 | 182.5 | 225.0 | 185.3 |
| **Canada** | 76 | 72.8 | 90.1 | 114.3 | 96.6 | 76 | 72.8 | 94.0 | 115.8 | 101.8 |
| **Outside US/Canada** | 5 | 58.1 | 60.0 | 130.0 | 78.2 | 5 | 60.0 | 64.2 | 138.2 | 89.3 |

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **State/Provice** | | | | | | | | | | |
| **AK** | 11 | 42.5 | 103.0 | 152.0 | 97 | 11 | 42.5 | 103.0 | 162.0 | 103 |
| **AL** | 22 | 62.3 | 110.0 | 133.8 | 105 | 22 | 71.1 | 118.0 | 142.5 | 119 |
| **AR** | 38 | 55.0 | 68.5 | 94.5 | 86 | 38 | 55.5 | 72.8 | 124.3 | 93 |
| **AZ** | 34 | 74.3 | 98.0 | 125.8 | 121 | 34 | 75.5 | 99.8 | 131.4 | 124 |
| **CA** | 85 | 70.0 | 102.0 | 150.0 | 114 | 85 | 74.4 | 124.3 | 154.0 | 127 |
| **CO** | 40 | 70.0 | 100.0 | 136.9 | 104 | 40 | 73.5 | 102.5 | 140.0 | 112 |
| **CT** | 10 | 83.1 | 103.0 | 117.0 | 129 | 10 | 88.7 | 103.0 | 117.9 | 134 |
| **DC** | 8 | 80.0 | 102.5 | 131.8 | 120 | 8 | 91.3 | 113.0 | 144.8 | 133 |
| **DE** | 3 | * | * | * | * | 3 | * | * | * | * |
| **FL** | 75 | 71.0 | 90.8 | 123.5 | 103 | 75 | 72.2 | 95.0 | 133.0 | 111 |
| **GA** | 47 | 64.0 | 98.0 | 120.0 | 110 | 47 | 75.1 | 103.5 | 128.5 | 122 |
| **HI** | 2 | * | * | * | * | 2 | * | * | * | * |
| **IA** | 60 | 62.9 | 85.0 | 122.4 | 97 | 60 | 65.0 | 89.6 | 130.3 | 103 |
| **ID** | 14 | 60.5 | 71.1 | 92.5 | 73 | 14 | 60.5 | 71.1 | 92.5 | 74 |
| **IL** | 50 | 70.7 | 91.0 | 115.0 | 97 | 50 | 71.1 | 91.1 | 115.4 | 101 |
| **IN** | 39 | 63.8 | 80.0 | 101.0 | 84 | 39 | 64.6 | 83.5 | 109.2 | 92 |
| **KS** | 22 | 53.8 | 75.0 | 128.8 | 98 | 22 | 56.4 | 80.8 | 138.5 | 112 |
| **KY** | 16 | 67.0 | 84.3 | 130.0 | 93 | 16 | 68.6 | 84.8 | 144.3 | 100 |

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **State/Provice cont.** | | | | | | | | | | |
| **LA** | 28 | 70.0 | 95.0 | 121.8 | 119 | 28 | 74.5 | 96.8 | 129.0 | 122 |
| **MA** | 9 | 75.0 | 82.0 | 104.0 | 82 | 9 | 82.0 | 97.0 | 104.0 | 89 |
| **MD** | 46 | 72.8 | 99.0 | 128.8 | 104 | 46 | 72.8 | 101.0 | 135.0 | 105 |
| **ME** | 6 | 54.8 | 65.0 | 87.1 | 65 | 6 | 57.8 | 65.0 | 87.1 | 71 |
| **MI** | 49 | 60.0 | 83.0 | 116.0 | 101 | 49 | 63.0 | 85.0 | 130.0 | 112 |
| **MN** | 34 | 72.3 | 80.5 | 101.0 | 88 | 34 | 72.3 | 82.1 | 112.0 | 93 |
| **MO** | 34 | 58.0 | 76.5 | 104.8 | 92 | 34 | 60.6 | 80.0 | 105.8 | 102 |
| **MS** | 10 | 77.9 | 104.0 | 146.3 | 182 | 10 | 78.4 | 106.5 | 221.3 | 205 |
| **MT** | 22 | 54.3 | 64.5 | 83.0 | 65 | 22 | 55.1 | 66.1 | 86.5 | 68 |
| **NC** | 48 | 67.9 | 89.0 | 112.5 | 94 | 48 | 69.2 | 90.5 | 120.8 | 101 |
| **ND** | 11 | 84.5 | 100.0 | 140.0 | 150 | 11 | 84.5 | 119.0 | 160.0 | 163 |
| **NE** | 11 | 84.5 | 100.0 | 140.0 | 150 | 11 | 84.5 | 119.0 | 160.0 | 163 |
| **NH** | 0 | * | * | * | * | 0 | * | * | * | * |
| **NJ** | 0 | * | * | * | * | 0 | * | * | * | * |
| **NM** | 12 | 54.6 | 60.5 | 119.4 | 91 | 12 | 54.6 | 63.0 | 119.4 | 94 |
| **NV** | 7 | 85.0 | 105.0 | 140.0 | 115 | 7 | 86.0 | 105.0 | 140.6 | 120 |
| **NY** | 43 | 63.5 | 98.3 | 121.0 | 111 | 43 | 64.0 | 100.0 | 140.0 | 129 |
| **OH** | 57 | 65.0 | 85.0 | 105.0 | 122 | 57 | 65.0 | 87.8 | 116.0 | 142 |

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **State/Provice cont.** | | | | | | | | | | |
| **OK** | 22 | 70.5 | 91.0 | 125.0 | 103 | 22 | 70.8 | 96.3 | 149.3 | 111 |
| **OR** | 20 | 54.2 | 68.1 | 94.1 | 85 | 20 | 54.5 | 69.5 | 99.7 | 90 |
| **PA** | 38 | 55.0 | 80.0 | 137.9 | 117 | 38 | 55.5 | 92.5 | 148.0 | 129 |
| **PR** | 2 | * | * | * | * | 2 | * | * | * | * |
| **RI** | 2 | * | * | * | * | 2 | * | * | * | * |
| **SC** | 24 | 75.8 | 100.5 | 140.0 | 107 | 24 | 79.8 | 105.5 | 145.0 | 125 |
| **SD** | 3 | * | * | * | * | 3 | 97.5 | 135.0 | 140.0 | 113 |
| **TN** | 54 | 68.5 | 90.0 | 105.8 | 91 | 54 | 72.1 | 94.5 | 112.0 | 104 |
| **TX** | 128 | 72.0 | 99.3 | 140.5 | 123 | 128 | 75.0 | 100.4 | 151.9 | 133 |
| **UT** | 11 | 72.0 | 78.0 | 93.5 | 86 | 11 | 72.8 | 80.0 | 93.5 | 90 |
| **VA** | 54 | 72.0 | 89.3 | 128.3 | 104 | 54 | 72.8 | 92.5 | 140.5 | 112 |
| **VI** | 3 | 76.8 | 100.0 | 100.0 | 85 | 3 | 76.8 | 100.0 | 107.5 | 90 |
| **VT** | 4 | 46.3 | 72.5 | 86.3 | 60 | 4 | 48.1 | 75.0 | 88.6 | 62 |
| **WA** | 39 | 70.0 | 82.0 | 108.8 | 93 | 39 | 70.0 | 83.0 | 119.3 | 95 |
| **WI** | 35 | 61.2 | 80.0 | 91.5 | 85 | 35 | 64.8 | 83.0 | 102.0 | 99 |
| **WV** | 11 | 51.0 | 60.0 | 83.5 | 73 | 11 | 51.0 | 77.0 | 98.5 | 79 |
| **WY** | 15 | 58.8 | 80.0 | 92.9 | 83 | 15 | 58.8 | 80.0 | 95.4 | 85 |
| **Ontario** | 24 | 75.0 | 99.5 | 129.8 | 106 | 24 | 77.4 | 103.0 | 136.8 | 108 |

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **State/Provice cont.** | | | | | | | | | | |
| **Alberta** | 20 | 84.4 | 91.0 | 114.3 | 98 | 20 | 84.4 | 97.3 | 118.8 | 108 |
| **British Columbia** | 18 | 65.3 | 85.0 | 114.8 | 92 | 18 | 65.3 | 86.0 | 114.8 | 92 |
| **Quebec** | 1 | * | * | * | * | 1 | * | * | * | * |
| **Northwest Territories** | 0 | * | * | * | * | 0 | * | * | * | * |
| **Saskatchewan** | 0 | * | * | * | * | 0 | * | * | * | * |
| **Manitoba** | 8 | 68.4 | 85.5 | 93.3 | 81 | 8 | 68.4 | 85.5 | 99.3 | 82 |
| **Yukon** | 0 | * | * | * | * | 0 | * | * | * | * |
| **New Brunswick** | 0 | * | * | * | * | 0 | * | * | * | * |
| **Newfoundland and Labrador** | 0 | * | * | * | * | 0 | * | * | * | * |
| **Nova Scotia** | 5 | 73.0 | 85.0 | 97.5 | 87 | 5 | 77.0 | 85.0 | 125.7 | 111 |
| **Nunavut** | 0 | * | * | * | * | 0 | * | * | * | * |
| **Prince Edward Island** | 0 | * | * | * | * | 0 | * | * | * | * |
| **Other Country** | 5 | 58.1 | 60.0 | 130.0 | 78 | 5 | 60.0 | 64.2 | 138.2 | 89 |

## Table 131. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Employees in Organization** | | | | | | | | | | |
| **1,000 or more** | 185 | 76.0 | 98.5 | 130.0 | 113.1 | 185 | 78.0 | 100.3 | 136.0 | 119.8 |
| **500 - 999** | 149 | 70.0 | 105.0 | 150.0 | 120.7 | 149 | 75.0 | 116.5 | 170.0 | 133.0 |
| **250 - 499** | 154 | 69.3 | 90.0 | 113.2 | 109.3 | 154 | 71.9 | 92.9 | 118.8 | 117.0 |
| **100 - 249** | 173 | 65.0 | 85.0 | 110.0 | 98.2 | 173 | 70.0 | 87.8 | 120.0 | 108.5 |
| **50 - 99** | 99 | 62.5 | 80.0 | 100.3 | 86.3 | 99 | 66.7 | 85.0 | 102.0 | 93.0 |
| **25 - 49** | 93 | 62.0 | 82.5 | 110.0 | 99.2 | 93 | 65.0 | 87.0 | 114.3 | 108.4 |
| **10 - 24** | 204 | 65.0 | 93.4 | 140.5 | 114.8 | 204 | 67.4 | 99.0 | 155.0 | 128.0 |
| **5 - 9** | 155 | 70.6 | 90.0 | 134.5 | 105.0 | 155 | 71.2 | 97.0 | 145.5 | 115.9 |
| **2 - 4** | 258 | 65.0 | 85.0 | 110.0 | 92.7 | 258 | 65.7 | 90.0 | 117.9 | 100.1 |
| **1** | 88 | 53.8 | 62.0 | 82.3 | 71.1 | 88 | 55.0 | 66.5 | 85.9 | 75.9 |

Table 132. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Employees in Economic Development** | | | | | | | | | | |
| **100 or more** | 64 | 70.0 | 91.3 | 120.0 | 128.3 | 64 | 74.8 | 100.0 | 136.5 | 143.2 |
| **50 to 99** | 92 | 80.0 | 125.0 | 150.0 | 159.5 | 92 | 81.1 | 140.0 | 170.0 | 181.4 |
| **25 to 49** | 83 | 60.0 | 80.0 | 114.7 | 104.9 | 83 | 67.8 | 90.0 | 129.8 | 119.5 |
| **10 to 24** | 207 | 63.0 | 90.0 | 130.0 | 108.2 | 207 | 66.8 | 95.0 | 142.1 | 118.1 |
| **5 to 9** | 269 | 70.0 | 95.0 | 135.0 | 107.6 | 269 | 70.0 | 97.0 | 145.0 | 115.3 |
| **3 to 4** | 341 | 70.0 | 97.6 | 125.0 | 102.1 | 341 | 72.0 | 101.0 | 134.0 | 111.9 |
| **2** | 239 | 65.8 | 85.0 | 107.5 | 91.4 | 239 | 67.4 | 85.0 | 115.0 | 97.5 |
| **1** | 252 | 60.0 | 75.0 | 92.0 | 78.7 | 252 | 61.0 | 76.5 | 96.8 | 82.6 |
| **No full-time employees** | 11 | 53.5 | 88.0 | 104.0 | 85.7 | 11 | 56.0 | 88.0 | 138.7 | 102.3 |

Table 133. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Economic Development Budget** | | | | | | | | | | |
| **$10 million or more** | 96 | 70.0 | 90.0 | 120.0 | 125.1 | 96 | 73.8 | 92.0 | 135.3 | 136.6 |
| **$5 - $9.99 million** | 91 | 78.6 | 104.0 | 145.0 | 137.5 | 91 | 80.0 | 111.0 | 168.0 | 156.7 |
| **$2.5 - $4.99 million** | 180 | 74.3 | 100.0 | 142.8 | 113.0 | 180 | 79.9 | 109.8 | 150.0 | 125.5 |
| **$1 - $2.49 million** | 256 | 70.0 | 95.8 | 135.0 | 105.2 | 256 | 70.3 | 100.8 | 145.0 | 115.9 |
| **$750,000 - $999,999** | 130 | 65.0 | 89.2 | 137.3 | 118.2 | 130 | 69.4 | 100.4 | 147.2 | 128.8 |
| **$500,000 - $749,999** | 168 | 71.8 | 96.5 | 123.7 | 107.7 | 168 | 75.0 | 100.0 | 134.7 | 115.3 |
| **$250,000 - $499,999** | 241 | 67.0 | 85.0 | 108.0 | 92.0 | 241 | 68.7 | 91.0 | 119.0 | 100.7 |
| **$100,000 - $249,999** | 272 | 60.0 | 80.0 | 103.3 | 85.9 | 272 | 62.0 | 81.5 | 105.5 | 90.1 |
| **$50,000 - $99,999** | 72 | 53.0 | 65.3 | 80.0 | 75.4 | 72 | 54.5 | 67.2 | 80.5 | 78.6 |
| **less than $50,000** | 52 | 54.6 | 75.0 | 90.3 | 79.4 | 52 | 54.6 | 75.0 | 92.6 | 84.8 |

Table 134. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Economic Development Funding Source** | | | | | | | | | | |
| **100% public funding** | 393 | 70.0 | 88.0 | 115.0 | 94.5 | 393 | 70.4 | 90.0 | 120.0 | 99.7 |
| **mostly public funding** | 413 | 66.0 | 86.5 | 115.0 | 95.7 | 413 | 68.0 | 90.0 | 123.0 | 102.2 |
| **50% public funding and 50% private or internally generated funds** | 334 | 60.0 | 86.0 | 144.5 | 111.6 | 334 | 63.0 | 92.0 | 161.5 | 123.3 |
| **mostly private or internally generated funds** | 413 | 66.0 | 86.5 | 115.0 | 95.7 | 205 | 75.0 | 105.0 | 150.0 | 137.2 |
| **100% private or internally generated funds** | 82 | 75.0 | 100.0 | 139.0 | 114.9 | 82 | 79.4 | 110.3 | 150.6 | 128.8 |
| **other** | 138 | 60.0 | 76.5 | 100.0 | 96.8 | 138 | 61.1 | 82.5 | 108.1 | 105.3 |

## Table 135. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Position** | | | | | | | | | | |
| CEO/executive director/top level | 484 | 75.0 | 103.0 | 142.3 | 117.0 | 484 | 78.0 | 109.8 | 151.6 | 129.6 |
| vice president/division manager | 188 | 85.0 | 105.0 | 130.0 | 122.4 | 188 | 89.8 | 113.0 | 150.0 | 135.6 |
| CFO/comptroller | 20 | 58.0 | 95.0 | 160.5 | 125.0 | 20 | 70.4 | 127.5 | 183.1 | 143.8 |
| deputy/assistant director | 88 | 64.3 | 83.8 | 108.1 | 93.4 | 88 | 70.0 | 90.0 | 110.5 | 97.9 |
| department head/manager | 297 | 70.0 | 88.0 | 113.0 | 96.6 | 297 | 75.0 | 91.0 | 122.0 | 102.7 |
| research director/manager | 42 | 60.0 | 70.5 | 91.9 | 95.9 | 42 | 65.0 | 77.8 | 96.4 | 113.4 |
| business recruitment manager | 80 | 70.0 | 93.0 | 150.0 | 111.6 | 80 | 71.9 | 105.0 | 170.0 | 123.2 |
| business retention manager | 52 | 61.4 | 73.0 | 86.0 | 93.3 | 52 | 61.4 | 74.5 | 86.3 | 97.4 |
| marketing manager | 34 | 50.5 | 67.5 | 93.5 | 97.1 | 34 | 50.4 | 67.5 | 94.8 | 98.9 |
| loan officer | 6 | 53.7 | 55.3 | 57.3 | 56.6 | 6 | 53.7 | 55.3 | 57.3 | 56.8 |
| specialist/field position | 88 | 60.0 | 69.2 | 84.0 | 73.1 | 88 | 60.0 | 70.0 | 85.4 | 75.8 |
| policy/legislative affairs | 8 | 57.5 | 75.5 | 102.5 | 159.0 | 8 | 57.5 | 77.0 | 102.5 | 184.4 |
| entry-level economic development staff | 40 | 40.3 | 53.0 | 70.0 | 57.3 | 40 | 40.6 | 53.4 | 70.0 | 60.0 |
| administrative/support staff | 20 | 40.6 | 45.0 | 66.3 | 50.8 | 20 | 55.0 | 46.5 | 66.6 | 54.8 |
| consultant | 24 | 55.0 | 73.5 | 90.5 | 75.3 | 24 | 55.0 | 73.9 | 98.1 | 81.0 |
| other | 87 | 60.0 | 72.0 | 97.4 | 81.3 | 87 | 60.0 | 75.0 | 104.0 | 85.2 |

## Table 136. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Level of Position** | | | | | | | | | | |
| **top management (C-suite)** | 445 | 87.0 | 120.0 | 150.0 | 128.9 | 445 | 92.0 | 132.4 | 170.0 | 143.8 |
| **senior management** | 474 | 70.1 | 92.0 | 115.0 | 102.9 | 474 | 74.0 | 95.0 | 125.0 | 111.1 |
| **middle management** | 231 | 62.0 | 82.5 | 104.5 | 98.8 | 231 | 65.0 | 86.5 | 112.0 | 105.6 |
| **first-level supervision or management** | 119 | 58.0 | 70.0 | 89.0 | 80.8 | 119 | 60.5 | 74.4 | 98.0 | 86.5 |
| **intermediate (experienced)** | 236 | 54.9 | 69.0 | 82.6 | 74.2 | 236 | 55.4 | 70.0 | 85.0 | 79.2 |
| **entry-level** | 26 | 38.0 | 50.5 | 64.5 | 86.8 | 26 | 38.3 | 51.8 | 64.5 | 89.7 |
| **technical contributor** | 13 | 52.0 | 60.0 | 90.0 | 69.7 | 13 | 54.0 | 70.0 | 110.0 | 83.8 |
| **other** | 14 | 55.0 | 67.0 | 96.9 | 79.1 | 14 | 55.6 | 68.9 | 96.9 | 81.1 |

Table 137. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Activities Managed/Performed** | | | | | | | | | | |
| business retention and expansion | 1,144 | 68.0 | 90.0 | 120.0 | 102.6 | 1,144 | 70.0 | 92.8 | 130.3 | 111.6 |
| marketing | 984 | 68.0 | 90.0 | 123.0 | 104.0 | 984 | 70.0 | 94.3 | 133.6 | 113.3 |
| business recruitment | 1,030 | 70.0 | 92.6 | 123.5 | 104.1 | 1,030 | 72.4 | 96.5 | 133.4 | 113.8 |
| research/analysis | 815 | 68.0 | 90.0 | 124.5 | 104.4 | 815 | 70.0 | 93.0 | 135.0 | 113.8 |
| workforce development | 832 | 67.2 | 88.0 | 120.0 | 99.5 | 832 | 68.6 | 91.7 | 131.0 | 108.0 |
| property development/ redevelopment | 737 | 72.0 | 95.0 | 125.0 | 105.5 | 737 | 74.5 | 100.0 | 135.0 | 115.6 |
| small business support | 903 | 65.0 | 85.0 | 115.0 | 95.9 | 903 | 65.8 | 88.0 | 120.0 | 103.2 |
| entrepreneurial support | 835 | 64.8 | 85.0 | 115.3 | 98.9 | 835 | 65.5 | 89.0 | 125.0 | 107.4 |
| neighborhood/community development | 719 | 66.6 | 85.0 | 115.0 | 96.5 | 719 | 68.6 | 89.0 | 125.0 | 104.8 |
| grant writing | 603 | 65.0 | 84.5 | 109.8 | 95.2 | 603 | 67.4 | 85.0 | 115.0 | 103.8 |
| downtown development | 610 | 64.0 | 82.0 | 110.0 | 99.4 | 610 | 65.0 | 85.0 | 120.0 | 106.5 |
| provide loans and grants | 563 | 70.0 | 90.0 | 120.0 | 100.1 | 563 | 72.0 | 93.0 | 126.5 | 108.2 |
| technology economic development | 385 | 70.0 | 95.0 | 136.0 | 113.6 | 385 | 72.0 | 100.0 | 150.0 | 126.0 |
| tourism development or promotion | 417 | 61.0 | 80.0 | 104.4 | 89.4 | 417 | 74.3 | 82.3 | 114.8 | 97.6 |
| foreign direct investment (FDI) attraction | 422 | 83.4 | 105.0 | 140.0 | 116.3 | 422 | 85.0 | 109.6 | 149.9 | 128.1 |
| export/import assistance | 199 | 70.0 | 90.0 | 129.0 | 105.4 | 199 | 70.0 | 91.0 | 135.0 | 112.5 |
| government procurement | 245 | 70.0 | 90.0 | 123.6 | 109.7 | 245 | 72.5 | 93.0 | 131.0 | 119.7 |
| grant administration | 624 | 65.0 | 85.0 | 113.7 | 95.3 | 624 | 68.0 | 88.0 | 119.9 | 102.7 |
| diversity and inclusion | 468 | 67.9 | 88.5 | 122.3 | 100.7 | 468 | 70.0 | 91.0 | 132.8 | 109.5 |

Table 138. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Experience (Years in Field)** | | | | | | | | | | |
| **30 years or more** | 170 | 86.1 | 115.0 | 150.8 | 144.7 | 170 | 91.5 | 121.4 | 168.8 | 160.3 |
| **25 - 29 years** | 126 | 94.3 | 122.5 | 155.0 | 129.6 | 126 | 97.6 | 135.0 | 174.5 | 149.6 |
| **20 - 24 years** | 160 | 80.0 | 109.8 | 135.0 | 116.2 | 160 | 83.6 | 112.3 | 144.3 | 127.5 |
| **15 - 19 years** | 221 | 80.0 | 110.0 | 150.0 | 113.9 | 221 | 84.0 | 116.0 | 158.0 | 122.3 |
| **10 - 14 years** | 257 | 70.0 | 88.7 | 112.0 | 96.4 | 257 | 70.7 | 90.0 | 120.0 | 102.4 |
| **5 - 9 years** | 370 | 61.8 | 79.7 | 95.4 | 88.8 | 370 | 64.0 | 80.5 | 100.4 | 97.1 |
| **3 - 4 years** | 136 | 54.0 | 65.3 | 84.0 | 77.5 | 136 | 54.4 | 65.0 | 84.1 | 80.4 |
| **1 - 2 years** | 108 | 49.0 | 60.0 | 70.0 | 62.5 | 108 | 49.4 | 62.0 | 74.6 | 65.9 |
| **less than 1 year** | 10 | 56.9 | 64.5 | 80.8 | 69.8 | 10 | 58.4 | 64.5 | 114.0 | 78.0 |
| **Tenure (Years in Position)** | | | | | | | | | | |
| **30 years or more** | 43 | 50.0 | 80.0 | 188.0 | 146.6 | 43 | 67.5 | 91.0 | 226.5 | 166.6 |
| **25 - 29 years** | 20 | 74.1 | 120.0 | 146.3 | 119.5 | 20 | 84.3 | 129.5 | 158.8 | 133.9 |
| **20 - 24 years** | 37 | 78.0 | 103.0 | 135.0 | 121.1 | 37 | 84.0 | 105.0 | 136.0 | 141.6 |
| **15 - 19 years** | 65 | 68.0 | 98.0 | 126.0 | 105.8 | 65 | 68.0 | 100.6 | 126.0 | 108.9 |
| **10 - 14 years** | 136 | 77.8 | 103.9 | 147.0 | 121.1 | 136 | 82.3 | 114.0 | 160.5 | 135.1 |
| **5 - 9 years** | 412 | 70.0 | 96.2 | 132.0 | 107.9 | 412 | 70.7 | 100.5 | 140.0 | 119.1 |
| **3 - 4 years** | 309 | 68.0 | 85.0 | 111.4 | 103.0 | 309 | 70.0 | 89.0 | 124.0 | 111.2 |
| **1 - 2 years** | 492 | 60.3 | 80.0 | 104.0 | 89.2 | 492 | 63.0 | 82.0 | 110.0 | 95.1 |
| **less than 1 year** | 44 | 60.0 | 80.0 | 100.5 | 83.0 | 44 | 61.8 | 86.9 | 110.3 | 88.1 |

## Table 139. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Number Supervised** | | | | | | | | | | |
| **50 or more** | 43 | 140.0 | 150.0 | 150.0 | 187.6 | 43 | 157.5 | 170.0 | 170.0 | 203.2 |
| **25 - 49** | 102 | 50.0 | 80.0 | 150.0 | 131.9 | 102 | 59.3 | 86.2 | 154.0 | 153.4 |
| **10 - 24** | 145 | 65.0 | 106.0 | 158.0 | 125.0 | 145 | 70.4 | 112.1 | 173.0 | 141.4 |
| **5 - 9** | 188 | 91.3 | 115.5 | 147.3 | 124.2 | 188 | 95.0 | 130.0 | 155.0 | 136.9 |
| **3 - 4** | 241 | 82.0 | 105.0 | 135.0 | 112.7 | 241 | 85.0 | 111.1 | 149.6 | 122.1 |
| **2** | 174 | 75.0 | 95.0 | 114.3 | 97.0 | 174 | 75.7 | 97.4 | 119.0 | 104.7 |
| **1** | 225 | 65.0 | 81.0 | 101.0 | 91.8 | 225 | 66.5 | 84.5 | 108.2 | 99.1 |
| **none** | 440 | 56.0 | 70.0 | 88.4 | 74.3 | 440 | 57.0 | 72.0 | 92.5 | 77.4 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **doctorate** | 22 | 75.8 | 86.3 | 138.3 | 126.0 | 22 | 78.3 | 97.3 | 139.9 | 145.6 |
| **law degree** | 19 | 76.0 | 110.0 | 136.5 | 104.6 | 19 | 78.5 | 115.0 | 155.0 | 113.9 |
| **master's degree** | 664 | 76.0 | 100.0 | 135.0 | 114.5 | 664 | 79.1 | 106.0 | 147.7 | 124.7 |
| **bachelor's degree** | 633 | 65.0 | 82.0 | 110.0 | 94.0 | 633 | 66.0 | 87.0 | 119.0 | 103.1 |
| **associate's degree** | 100 | 50.0 | 64.8 | 85.5 | 87.1 | 100 | 50.0 | 68.5 | 97.6 | 92.8 |
| **high school diploma or equivalent** | 70 | 55.0 | 65.3 | 80.0 | 77.8 | 70 | 56.0 | 70.0 | 84.9 | 84.6 |

## Table 140. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Formal Economic Development Training** | | | | | | | | | | |
| basic economic development course | 1,037 | 65.0 | 87.8 | 119.0 | 100.4 | 1,037 | 69.3 | 91.4 | 127.0 | 109.2 |
| local/regional/state/provincial programs | 780 | 70.0 | 92.0 | 120.0 | 103.0 | 780 | 73.0 | 95.0 | 132.0 | 112.7 |
| college or university course(s) | 612 | 70.0 | 92.7 | 126.8 | 108.3 | 612 | 74.9 | 97.5 | 140.0 | 118.1 |
| IEDC-accredited course | 872 | 71.1 | 96.0 | 125.0 | 108.2 | 872 | 75.0 | 100.0 | 138.0 | 118.7 |
| Economic Development Council | 270 | 73.3 | 100.0 | 140.0 | 119.5 | 270 | 75.1 | 106.5 | 151.5 | 132.5 |
| National Development Council | 270 | 80.0 | 101.0 | 134.5 | 122.1 | 270 | 83.3 | 110.0 | 149.5 | 138.5 |
| Community Development Institute | 116 | 60.0 | 75.5 | 100.1 | 102.0 | 116 | 62.9 | 78.6 | 114.3 | 114.6 |
| OU/EDI | 333 | 80.0 | 100.0 | 130.0 | 111.7 | 333 | 82.0 | 107.2 | 142.0 | 124.7 |
| other | 76 | 67.4 | 90.5 | 123.5 | 97.6 | 76 | 70.2 | 95.3 | 133.5 | 106.9 |
| indicated at least one | 1,418 | 65.7 | 88.2 | 120.0 | 102.5 | 1,418 | 69.0 | 92.0 | 132.0 | 112.1 |
| no formal training | 84 | 62.5 | 85.8 | 120.8 | 96.3 | 84 | 63.9 | 94.5 | 127.3 | 103.3 |

Table 141. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 111 | 80.0 | 109.0 | 150.0 | 129.6 | 111 | 84.5 | 115.0 | 170.0 | 145.2 |
| AICP - American Institute of Certified Planners - no | 1,447 | 65.0 | 86.0 | 119.0 | 100.9 | 1,447 | 67.0 | 90.0 | 130.0 | 109.5 |
| CAE - Certified Association Executive - yes | 58 | 52.8 | 80.0 | 122.3 | 142.0 | 58 | 66.4 | 95.0 | 157.5 | 164.1 |
| CAE - Certified Association Executive - no | 1,500 | 65.9 | 88.4 | 120.0 | 101.4 | 1,500 | 68.0 | 92.0 | 131.0 | 110.1 |
| CCE - Certified Chamber Executive - yes | 74 | 60.0 | 80.0 | 161.3 | 152.2 | 74 | 71.1 | 93.5 | 193.1 | 179.0 |
| CCE - Certified Chamber Executive - no | 1,484 | 65.0 | 88.2 | 120.0 | 100.5 | 1,484 | 68.0 | 92.0 | 130.0 | 108.7 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 359 | 90.0 | 120.0 | 150.0 | 134.7 | 359 | 93.0 | 129.6 | 170.0 | 150.8 |
| CEcD, EcD, CED - Certified Economic Developer - no | 1,199 | 61.9 | 80.0 | 108.3 | 93.4 | 1,199 | 64.1 | 85.0 | 115.0 | 100.5 |
| EDFP - Economic Development Finance Professional - yes | 197 | 80.0 | 105.9 | 150.0 | 119.4 | 197 | 82.0 | 116.0 | 170.0 | 135.0 |
| EDFP - Economic Development Finance Professional - no | 1,361 | 65.0 | 85.0 | 117.0 | 100.5 | 1,361 | 66.5 | 90.0 | 127.0 | 108.7 |
| indicated at least one | 660 | 76.0 | 101.0 | 138.3 | 118.6 | 660 | 80.0 | 109.8 | 151.4 | 132.7 |
| no certifications | 686 | 60.0 | 80.0 | 107.9 | 89.7 | 686 | 62.6 | 83.8 | 110.4 | 95.7 |

Table 142. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **IEDC Membership** | | | | | | | | | | |
| **yes** | 1,008 | 70.0 | 95.0 | 126.5 | 108.5 | 1,008 | 74.3 | 100.0 | 140.0 | 119.3 |
| **no** | 480 | 60.0 | 78.0 | 104.8 | 87.9 | 480 | 60.0 | 80.0 | 112.1 | 94.7 |
| **Age** | | | | | | | | | | |
| **65 or over** | 80 | 75.0 | 98.3 | 120.0 | 103.9 | 80 | 80.0 | 102.0 | 140.8 | 112.5 |
| **60 - 64** | 155 | 75.9 | 102.0 | 132.5 | 111.1 | 155 | 84.0 | 108.0 | 141.8 | 123.0 |
| **55 - 59** | 191 | 73.5 | 98.9 | 133.0 | 109.0 | 191 | 75.6 | 105.0 | 149.1 | 120.6 |
| **50 - 54** | 186 | 78.0 | 103.0 | 142.3 | 115.7 | 186 | 82.0 | 110.5 | 148.8 | 126.7 |
| **45 - 49** | 174 | 70.5 | 92.3 | 124.5 | 113.7 | 174 | 73.6 | 99.5 | 134.2 | 123.9 |
| **40 - 44** | 211 | 68.2 | 90.0 | 125.0 | 103.4 | 211 | 70.2 | 93.0 | 134.0 | 111.2 |
| **35 - 39** | 222 | 65.0 | 81.8 | 102.0 | 97.4 | 222 | 65.2 | 85.8 | 114.6 | 108.7 |
| **30 - 34** | 163 | 60.0 | 72.0 | 91.5 | 78.6 | 163 | 61.0 | 77.2 | 98.0 | 83.9 |
| **25 - 29** | 101 | 51.5 | 62.5 | 77.5 | 83.4 | 101 | 52.5 | 64.0 | 80.0 | 89.2 |
| **under 25** | 13 | 41.0 | 46.5 | 63.0 | 52.6 | 13 | 41.0 | 46.5 | 66.0 | 54.2 |
| **prefer not to say** | 10 | 83.8 | 112.0 | 144.3 | 112.8 | 10 | 83.8 | 119.4 | 150.0 | 119.2 |

Table 143. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Gender** | | | | | | | | | | |
| male | 671 | 75.5 | 100.0 | 133.5 | 115.1 | 671 | 80.0 | 105.0 | 145.0 | 128.5 |
| female | 767 | 60.0 | 78.0 | 102.0 | 89.4 | 767 | 62.3 | 80.0 | 109.3 | 94.4 |
| transgender female | 5 | 80.0 | 90.0 | 150.0 | 105.2 | 5 | 90.0 | 110.0 | 235.0 | 138.2 |
| transgender male | 0 | * | * | * | * | 0 | * | * | * | * |
| non-binary | 3 | * | * | * | * | 3 | * | * | * | * |
| prefer to self-describe | 32 | 150.0 | 150.0 | 150.0 | 144.9 | 32 | 170.0 | 170.0 | 170.0 | 170.9 |
| prefer not to say | 25 | 75.0 | 103.0 | 120.0 | 105.2 | 25 | 81.0 | 116.7 | 150.0 | 121.7 |
| **Race** | | | | | | | | | | |
| American Indian or Alaskan Native | 100 | 60.0 | 90.0 | 150.0 | 121.0 | 100 | 65.0 | 118.6 | 170.0 | 139.0 |
| Asian | 77 | 60.0 | 100.0 | 150.0 | 103.5 | 77 | 70.0 | 112.1 | 170.0 | 117.5 |
| Black or African American | 126 | 65.0 | 100.0 | 150.0 | 112.8 | 126 | 71.4 | 111.1 | 170.0 | 130.3 |
| Native Hawaiian or Other Pacific Islander | 48 | 80.0 | 150.0 | 150.0 | 132.7 | 48 | 83.0 | 170.0 | 170.0 | 154.0 |
| White | 1,277 | 67.2 | 90.0 | 123.0 | 103.3 | 1,277 | 70.0 | 93.0 | 133.0 | 112.6 |
| Some other race, ethnicity, or origin | 58 | 65.0 | 147.5 | 150.0 | 113.6 | 58 | 69.3 | 165.1 | 170.0 | 128.9 |
| Prefer not to say | 47 | 70.5 | 90.3 | 114.5 | 97.8 | 47 | 70.5 | 100.5 | 119.5 | 102.8 |
| Prefer to self-describe | 15 | 59.5 | 70.0 | 77.0 | 77.8 | 15 | 62.6 | 70.0 | 91.5 | 84.2 |

Table 144. Compensation Results for All Full-Time Year-Round Industry Professional (USD 000)

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Hispanic, Latino/a/x, or of Spanish Origin** | | | | | | | | | | |
| **No, not of Hispanic, Latino/a/x, or Spanish origin** | 1,234 | 66.0 | 88.0 | 120.0 | 99.7 | 1,234 | 68.5 | 92.0 | 128.8 | 107.7 |
| **Yes, Mexican, Mexican American, Chicano/a/x** | 103 | 60.0 | 90.0 | 150.0 | 109.7 | 103 | 65.0 | 110.0 | 170.0 | 126.1 |
| **Yes, Puerto Rican** | 21 | 70.0 | 80.0 | 120.0 | 176.5 | 21 | 71.0 | 85.0 | 140.0 | 203.8 |
| **Yes, Cuban** | 9 | 65.0 | 70.0 | 150.0 | 163.0 | 9 | 70.0 | 130.0 | 155.0 | 219.7 |
| **Yes, Another Hispanic, Latino/a/x or Spanish origin** | 53 | 60.0 | 70.0 | 100.0 | 90.1 | 53 | 65.0 | 80.0 | 135.0 | 106.8 |
| **Prefer not to say** | 53 | 80.0 | 103.0 | 120.0 | 127.7 | 53 | 84.0 | 115.0 | 150.0 | 139.2 |
| **Prefer to self-describe** | 4 | * | * | * | * | 4 | * | * | * | * |

# COMPENSATION RESULTS BY REGION AND POSITION INDEX


**All Regions**

145 All Full-Time and Year-Round Industry Professionals
147 CEOs, Executive Directors and Top Level
149 Vice Presidents and Division Managers
151 Department Heads and Managers
153 Program Managers
155 Entry-level Economic Development Staff

**US Southeast**

157 All Full-Time and Year-Round Industry Professionals
159 CEOs, Executive Directors and Top Level
161 Vice Presidents and Division Managers
163 Department Heads and Managers
165 Program Managers
167 Entry-level Economic Development Staff

**US Southwest**

169 All Full-Time and Year-Round Industry Professionals
171 CEOs, Executive Directors and Top Level
173 Vice Presidents and Division Managers
175 Department Heads and Managers
177 Program Managers
179 Entry-level Economic Development Staff

**US Midwest**

181 All Full-Time and Year-Round Industry Professionals
183 CEOs, Executive Directors and Top Level
185 Vice Presidents and Division Managers
187 Department Heads and Managers
189 Program Managers
191 Entry-level Economic Development Staff

**US Central**

193 All Full-Time and Year-Round Industry Professionals
195 CEOs, Executive Directors and Top Level
197 Vice Presidents and Division Managers
199 Department Heads and Managers
201 Program Managers
203 Entry-level Economic Development Staff

**US Northeast**

205 All Full-Time and Year-Round Industry Professionals
207 CEOs, Executive Directors and Top Level
209 Vice Presidents and Division Managers
211 Department Heads and Managers
213 Program Managers
215 Entry-level Economic Development Staff

**US West**

217 All Full-Time and Year-Round Industry Professionals
219 CEOs, Executive Directors and Top Level
221 Vice Presidents and Division Managers
223 Department Heads and Managers
225 Program Managers
227 Entry-level Economic Development Staff

**Canada**

229 All Full-Time and Year-Round Industry Professionals
231 CEOs, Executive Directors and Top Level
233 Vice Presidents and Division Managers
235 Department Heads and Managers
237 Program Managers
239 Entry-level Economic Development Staff


| Position | industry professional respondent report of current position |
|---|---|
| CEO/executive director/top level | CEO/executive director/top level |
| VP/division manager | vice president/division manager; CFO/comptroller; deputy/assistant director |
| department heads and managers | department head/manager |
| program manager | research director/manger; business recruitment manager; business retention manager; specialist/field position; policy/legislative affairs |
| entry-level economic development staff | entry-level economic development staff |

Table 145. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| All Regions | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 1,558 | 65.0 | 88.0 | 120.0 | 102.9 | 1,558 | 68.0 | 92.0 | 132.0 | 112.1 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 367 | 71.5 | 98.5 | 137.8 | 122.2 | 367 | 77.8 | 107.2 | 150.0 | 136.1 |
| **$1 - $2.49 million** | 256 | 70.0 | 95.8 | 135.0 | 105.2 | 256 | 70.3 | 100.8 | 145.0 | 115.9 |
| **$500,000 - $999,999** | 298 | 69.3 | 95.5 | 128.4 | 112.3 | 298 | 72.0 | 100.0 | 141.2 | 121.2 |
| **$250,000 - $499,999** | 241 | 67.0 | 85.0 | 108.0 | 92.0 | 241 | 68.7 | 91.0 | 119.0 | 100.7 |
| **less than $250,000** | 396 | 58.5 | 76.0 | 98.1 | 83.2 | 396 | 60.0 | 77.5 | 101.2 | 87.3 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 273 | 70.0 | 96.0 | 133.0 | 114.9 | 273 | 73.0 | 104.0 | 141.0 | 126.1 |
| **250,000 - 999,999** | 302 | 68.1 | 90.9 | 130.0 | 108.3 | 302 | 70.0 | 95.3 | 142.9 | 118.2 |
| **100,000 - 249,999** | 262 | 67.9 | 96.5 | 135.0 | 113.2 | 262 | 70.0 | 100.0 | 141.5 | 122.6 |
| **50,000 - 99,999** | 197 | 67.5 | 90.0 | 116.0 | 99.8 | 197 | 72.0 | 93.0 | 125.0 | 108.2 |
| **less than 50,000** | 524 | 62.0 | 80.0 | 106.0 | 89.7 | 524 | 64.0 | 82.0 | 114.0 | 97.4 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 705 | 76.0 | 100.0 | 135.0 | 114.6 | 705 | 79.0 | 106.0 | 148.0 | 125.1 |
| **bachelor's degree** | 633 | 65.0 | 82.0 | 110.0 | 94.0 | 633 | 66.0 | 87.0 | 119.0 | 103.1 |
| **associate's degree or high school diploma** | 170 | 50.0 | 65.0 | 84.0 | 83.3 | 170 | 52.9 | 69.4 | 94.5 | 89.4 |

## Table 146. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| All Regions | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 111 | 80.0 | 109.0 | 150.0 | 129.6 | 111 | 84.5 | 115.0 | 170.0 | 145.2 |
| AICP - American Institute of Certified Planners - no | 1,447 | 65.0 | 86.0 | 119.0 | 100.9 | 1,447 | 67.0 | 90.0 | 130.0 | 109.5 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 359 | 90.0 | 120.0 | 150.0 | 134.7 | 359 | 93.0 | 129.6 | 170.0 | 150.8 |
| CEcD, EcD, CED - Certified Economic Developer - no | 1,199 | 61.9 | 80.0 | 108.3 | 93.4 | 1,199 | 64.1 | 85.0 | 115.0 | 100.5 |
| EDFP - Economic Development Finance Professional - yes | 197 | 80.0 | 105.9 | 150.0 | 119.4 | 197 | 82.0 | 116.0 | 170.0 | 135.0 |
| EDFP - Economic Development Finance Professional - no | 1,361 | 65.0 | 85.0 | 117.0 | 100.5 | 1,361 | 66.5 | 90.0 | 127.0 | 108.7 |
| OU/EDI - yes | 333 | 80.0 | 100.0 | 130.0 | 111.7 | 333 | 82.0 | 107.2 | 142.0 | 124.7 |
| OU/EDI - no | 1,225 | 62.0 | 85.0 | 115.0 | 100.5 | 1,225 | 65.0 | 88.0 | 125.0 | 108.6 |
| any | 660 | 76.0 | 101.0 | 138.3 | 118.6 | 660 | 80.0 | 109.8 | 151.4 | 132.7 |
| none | 686 | 60.0 | 80.0 | 107.9 | 89.7 | 686 | 62.6 | 83.8 | 110.4 | 95.7 |
| **Nature of Organization** | | | | | | | | | | |
| public | 724 | 68.0 | 87.0 | 114.3 | 97.7 | 724 | 70.0 | 90.0 | 119.0 | 103.5 |
| private | 76 | 71.8 | 101.5 | 133.8 | 105.1 | 76 | 74.6 | 110.3 | 145.8 | 116.9 |
| non-profit | 540 | 62.9 | 88.0 | 135.0 | 108.0 | 540 | 66.0 | 93.0 | 150.0 | 120.1 |
| public-private partnership | 115 | 68.5 | 88.4 | 129.4 | 119.3 | 115 | 70.3 | 93.0 | 147.5 | 138.6 |
| educational institution | 44 | 64.8 | 80.0 | 106.5 | 87.8 | 44 | 63.2 | 81.8 | 103.0 | 86.9 |

Table 147. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| All Regions | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 484 | 75.0 | 103.0 | 142.3 | 117.0 | 484 | 78.0 | 109.8 | 151.6 | 129.6 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 64 | 127.5 | 158.5 | 218.3 | 186.1 | 64 | 132.4 | 172.0 | 250.0 | 215.3 |
| **$1 - $2.49 million** | 71 | 115.0 | 148.0 | 177.5 | 147.5 | 71 | 118.6 | 152.0 | 199.9 | 168.7 |
| **$500,000 - $999,999** | 101 | 99.6 | 125.0 | 147.0 | 129.3 | 101 | 104.0 | 134.6 | 157.9 | 139.9 |
| **$250,000 - $499,999** | 101 | 80.0 | 97.5 | 117.5 | 100.8 | 101 | 85.0 | 105.0 | 125.0 | 114.1 |
| **less than $250,000** | 147 | 57.0 | 70.0 | 86.5 | 74.8 | 147 | 57.3 | 71.2 | 90.0 | 77.0 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 39 | 123.7 | 164.9 | 258.5 | 200.5 | 39 | 134.3 | 194.0 | 335.0 | 237.6 |
| **250,000 - 999,999** | 56 | 123.8 | 150.0 | 174.0 | 154.4 | 56 | 128.0 | 157.1 | 200.0 | 171.2 |
| **100,000 - 249,999** | 84 | 104.8 | 136.5 | 169.6 | 143.3 | 84 | 109.3 | 142.0 | 186.1 | 160.2 |
| **50,000 - 99,999** | 69 | 84.5 | 108.0 | 133.0 | 113.2 | 69 | 85.0 | 112.0 | 147.9 | 124.2 |
| **less than 50,000** | 236 | 62.0 | 80.0 | 105.2 | 86.0 | 236 | 65.8 | 83.2 | 114.9 | 92.6 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 209 | 85.0 | 117.0 | 155.0 | 129.0 | 209 | 87.0 | 129.0 | 165.0 | 143.3 |
| **bachelor's degree** | 204 | 75.0 | 100.0 | 135.0 | 110.8 | 204 | 78.9 | 105.0 | 145.7 | 125.3 |
| **associate's degree or high school diploma** | 59 | 56.5 | 69.0 | 90.0 | 88.9 | 59 | 57.1 | 72.0 | 94.0 | 93.5 |

Table 148. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| All Regions | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| **AICP - American Institute of Certified Planners - yes** | 17 | 106.0 | 123.0 | 189.0 | 165.8 | 17 | 108.0 | 123.0 | 209.0 | 175.7 |
| **AICP - American Institute of Certified Planners - no** | 467 | 75.0 | 101.0 | 141.2 | 115.2 | 467 | 77.1 | 108.0 | 151.1 | 127.9 |
| **CEcD, EcD, CED - Certified Economic Developer - yes** | 121 | 101.0 | 132.4 | 162.0 | 146.3 | 121 | 114.8 | 142.5 | 194.0 | 169.1 |
| **CEcD, EcD, CED - Certified Economic Developer - no** | 363 | 70.0 | 94.0 | 135.0 | 107.2 | 363 | 71.4 | 97.0 | 141.6 | 116.5 |
| **EDFP - Economic Development Finance Professional - yes** | 53 | 85.0 | 110.0 | 150.0 | 123.9 | 53 | 92.0 | 120.0 | 160.0 | 141.4 |
| **EDFP - Economic Development Finance Professional - no** | 431 | 74.5 | 100.0 | 141.6 | 116.1 | 431 | 76.1 | 107.0 | 151.0 | 128.2 |
| **OU/EDI - yes** | 147 | 85.0 | 115.0 | 147.3 | 126.8 | 147 | 92.0 | 125.0 | 162.0 | 144.9 |
| **OU/EDI - no** | 337 | 70.0 | 98.3 | 140.0 | 112.7 | 337 | 73.0 | 102.5 | 150.0 | 122.9 |
| **any** | 209 | 86.0 | 120.0 | 150.0 | 131.3 | 209 | 93.0 | 129.0 | 162.0 | 149.9 |
| **none** | 216 | 67.9 | 91.0 | 139.6 | 104.4 | 216 | 69.6 | 95.0 | 145.0 | 113.8 |
| **Nature of Organization** | | | | | | | | | | |
| **public** | 190 | 74.0 | 101.8 | 132.3 | 109.7 | 190 | 75.7 | 105.0 | 140.0 | 117.4 |
| **private** | 12 | 71.3 | 80.0 | 181.3 | 122.5 | 12 | 78.8 | 112.5 | 212.5 | 150.6 |
| **non-profit** | 211 | 75.8 | 100.8 | 150.0 | 119.7 | 211 | 77.9 | 110.6 | 160.1 | 134.1 |
| **public-private partnership** | 52 | 82.0 | 112.5 | 167.6 | 134.3 | 52 | 85.4 | 121.0 | 187.8 | 156.4 |
| **educational institution** | 5 | 70.0 | 129.0 | 132.4 | 107.1 | 5 | 70.0 | 129.0 | 132.4 | 107.1 |

Table 149. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| All Regions | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 188 | 85.0 | 105.0 | 130.0 | 122.4 | 188 | 89.8 | 113.0 | 150.0 | 135.6 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 61 | 100.0 | 120.0 | 148.0 | 139.3 | 61 | 104.0 | 129.6 | 160.0 | 148.7 |
| **$1 - $2.49 million** | 45 | 90.8 | 105.0 | 125.0 | 107.9 | 45 | 95.7 | 110.0 | 135.0 | 124.8 |
| **$500,000 - $999,999** | 47 | 68.0 | 96.0 | 125.5 | 114.9 | 47 | 75.1 | 100.0 | 139.0 | 131.0 |
| **$250,000 - $499,999** | 23 | 66.0 | 100.0 | 113.5 | 119.3 | 23 | 67.3 | 105.0 | 150.8 | 131.5 |
| **less than $250,000** | 12 | 83.8 | 98.5 | 123.3 | 125.6 | 12 | 83.8 | 98.5 | 128.6 | 135.5 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 45 | 105.0 | 125.0 | 160.0 | 152.7 | 45 | 110.0 | 135.0 | 170.0 | 160.3 |
| **250,000 - 999,999** | 60 | 90.0 | 101.5 | 128.5 | 111.0 | 60 | 95.5 | 123.3 | 150.0 | 127.8 |
| **100,000 - 249,999** | 36 | 65.0 | 90.0 | 114.8 | 108.4 | 36 | 68.0 | 90.0 | 122.0 | 118.9 |
| **50,000 - 99,999** | 21 | 80.0 | 95.0 | 121.8 | 106.7 | 21 | 85.0 | 102.0 | 153.5 | 121.1 |
| **less than 50,000** | 26 | 81.3 | 101.3 | 118.8 | 128.0 | 26 | 87.5 | 112.0 | 133.8 | 145.8 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 96 | 99.9 | 120.0 | 140.0 | 125.4 | 96 | 101.6 | 125.0 | 155.5 | 137.1 |
| **bachelor's degree** | 68 | 80.0 | 98.8 | 120.0 | 115.4 | 68 | 80.0 | 105.0 | 143.5 | 130.3 |
| **associate's degree or high school diploma** | 19 | 63.5 | 84.0 | 95.5 | 108.9 | 19 | 75.0 | 95.0 | 101.2 | 118.1 |

Table 150. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| All Regions | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 3 | * | * | * | * | 3 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 185 | 85.0 | 105.0 | 130.0 | 123.0 | 185 | 90.0 | 114.0 | 150.0 | 136.4 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 54 | 96.0 | 121.0 | 150.3 | 139.0 | 54 | 102.4 | 127.8 | 163.4 | 153.6 |
| CEcD, EcD, CED - Certified Economic Developer - no | 134 | 81.8 | 101.5 | 125.0 | 115.7 | 134 | 84.8 | 107.7 | 142.3 | 128.4 |
| EDFP - Economic Development Finance Professional - yes | 23 | 92.3 | 102.0 | 138.5 | 119.8 | 23 | 96.3 | 110.0 | 173.5 | 135.4 |
| EDFP - Economic Development Finance Professional - no | 165 | 85.0 | 105.0 | 130.0 | 122.7 | 165 | 88.0 | 114.0 | 148.0 | 135.6 |
| OU/EDI - yes | 59 | 90.1 | 110.0 | 126.5 | 112.7 | 59 | 97.2 | 117.5 | 156.0 | 129.0 |
| OU/EDI - no | 129 | 84.0 | 105.0 | 135.0 | 126.8 | 129 | 84.2 | 110.0 | 148.0 | 138.6 |
| any | 91 | 84.5 | 108.0 | 140.0 | 125.9 | 91 | 92.3 | 120.0 | 161.7 | 142.7 |
| none | 72 | 85.0 | 103.4 | 125.3 | 108.1 | 72 | 85.0 | 109.5 | 136.0 | 117.0 |
| **Nature of Organization** | | | | | | | | | | |
| public | 64 | 84.0 | 107.0 | 121.9 | 117.6 | 64 | 85.0 | 109.5 | 127.0 | 126.7 |
| private | 6 | 141.3 | 146.0 | 171.0 | 154.5 | 6 | 153.9 | 155.0 | 179.8 | 162.8 |
| non-profit | 82 | 85.0 | 105.0 | 134.5 | 121.7 | 82 | 90.8 | 121.0 | 154.3 | 136.0 |
| public-private partnership | 21 | 84.2 | 96.0 | 104.0 | 126.8 | 21 | 84.2 | 97.0 | 147.0 | 145.6 |
| educational institution | 4 | * | * | * | * | 4 | * | * | * | * |

Table 151. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| All Regions | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 297 | 70.0 | 88.0 | 113.0 | 96.6 | 297 | 75.0 | 91.0 | 122.0 | 102.7 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 65 | 70.4 | 90.0 | 113.6 | 96.2 | 65 | 79.5 | 100.0 | 130.0 | 105.8 |
| **$1 - $2.49 million** | 42 | 63.4 | 85.8 | 112.1 | 89.7 | 42 | 65.0 | 89.3 | 127.3 | 93.5 |
| **$500,000 - $999,999** | 43 | 81.5 | 110.0 | 137.5 | 121.1 | 43 | 87.0 | 113.0 | 147.3 | 126.9 |
| **$250,000 - $499,999** | 53 | 75.0 | 90.0 | 109.0 | 92.4 | 53 | 78.0 | 91.0 | 114.0 | 98.1 |
| **less than $250,000** | 94 | 70.5 | 85.0 | 103.0 | 91.1 | 94 | 72.3 | 86.4 | 104.8 | 96.1 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 46 | 75.8 | 100.0 | 117.8 | 99.0 | 46 | 83.0 | 110.9 | 139.0 | 112.7 |
| **250,000 - 999,999** | 53 | 65.0 | 80.0 | 103.0 | 99.2 | 53 | 65.0 | 82.0 | 110.0 | 103.0 |
| **100,000 - 249,999** | 38 | 63.5 | 84.5 | 129.5 | 97.0 | 38 | 64.3 | 85.0 | 133.3 | 101.9 |
| **50,000 - 99,999** | 49 | 73.0 | 92.0 | 113.6 | 105.5 | 49 | 80.0 | 93.0 | 115.0 | 110.5 |
| **less than 50,000** | 111 | 74.0 | 87.8 | 109.5 | 90.3 | 111 | 75.0 | 90.0 | 113.5 | 95.2 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 138 | 75.9 | 99.3 | 123.3 | 108.0 | 138 | 79.1 | 100.0 | 125.8 | 113.1 |
| **bachelor's degree** | 123 | 72.5 | 85.0 | 103.5 | 90.2 | 123 | 75.0 | 89.5 | 114.7 | 97.8 |
| **associate's degree or high school diploma** | 25 | 55.0 | 65.0 | 76.0 | 69.0 | 25 | 63.0 | 68.0 | 90.3 | 78.9 |

Table 152. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| All Regions | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 25 | 60.0 | 100.0 | 111.0 | 88.9 | 25 | 71.0 | 103.0 | 114.5 | 93.0 |
| AICP - American Institute of Certified Planners - no | 272 | 70.0 | 88.0 | 113.1 | 97.3 | 272 | 75.0 | 90.6 | 123.3 | 103.6 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 68 | 84.3 | 102.8 | 140.0 | 117.6 | 68 | 85.0 | 106.0 | 141.3 | 123.3 |
| CEcD, EcD, CED - Certified Economic Developer - no | 229 | 66.0 | 85.0 | 106.0 | 90.4 | 229 | 70.0 | 88.7 | 114.0 | 96.5 |
| EDFP - Economic Development Finance Professional - yes | 29 | 60.0 | 90.0 | 116.0 | 88.0 | 29 | 70.0 | 100.0 | 124.0 | 98.6 |
| EDFP - Economic Development Finance Professional - no | 268 | 72.0 | 88.0 | 111.5 | 97.5 | 268 | 75.0 | 90.4 | 119.8 | 103.1 |
| OU/EDI - yes | 53 | 76.0 | 92.0 | 118.0 | 97.8 | 53 | 77.2 | 94.5 | 130.0 | 103.1 |
| OU/EDI - no | 244 | 68.8 | 88.0 | 110.0 | 96.3 | 244 | 70.9 | 90.1 | 117.3 | 102.6 |
| any | 132 | 73.9 | 99.3 | 125.3 | 102.7 | 132 | 77.1 | 102.0 | 132.5 | 110.4 |
| none | 125 | 70.0 | 85.0 | 103.0 | 91.7 | 125 | 70.0 | 88.0 | 110.0 | 97.9 |
| **Nature of Organization** | | | | | | | | | | |
| public | 192 | 76.9 | 91.0 | 115.0 | 99.7 | 192 | 79.9 | 95.0 | 123.3 | 105.2 |
| private | 17 | 85.0 | 118.0 | 145.0 | 110.2 | 17 | 94.2 | 130.0 | 163.0 | 123.6 |
| non-profit | 59 | 55.0 | 70.0 | 88.0 | 83.8 | 59 | 56.0 | 75.0 | 93.5 | 91.0 |
| public-private partnership | 12 | 68.3 | 80.0 | 111.5 | 91.4 | 12 | 74.4 | 85.0 | 120.3 | 98.4 |
| educational institution | 10 | 70.0 | 88.5 | 99.6 | 88.5 | 10 | 70.1 | 90.0 | 101.1 | 89.0 |

Table 153. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| All Regions | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 270 | 60.0 | 75.0 | 99.6 | 94.5 | 270 | 62.6 | 77.5 | 102.5 | 103.1 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 85 | 60.0 | 77.0 | 94.4 | 101.6 | 85 | 63.0 | 80.5 | 106.9 | 118.2 |
| **$1 - $2.49 million** | 40 | 62.4 | 70.0 | 85.5 | 77.8 | 40 | 65.0 | 72.3 | 87.7 | 81.1 |
| **$500,000 - $999,999** | 51 | 65.0 | 78.0 | 90.3 | 104.6 | 51 | 65.6 | 79.2 | 98.1 | 108.6 |
| **$250,000 - $499,999** | 31 | 56.3 | 67.2 | 75.0 | 67.1 | 31 | 56.3 | 67.2 | 75.5 | 68.1 |
| **less than $250,000** | 63 | 60.0 | 86.0 | 150.0 | 100.7 | 63 | 61.0 | 86.5 | 170.0 | 109.3 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 68 | 60.3 | 77.5 | 100.0 | 80.3 | 68 | 64.3 | 80.0 | 103.3 | 85.2 |
| **250,000 - 999,999** | 66 | 60.0 | 72.0 | 88.1 | 74.0 | 66 | 63.0 | 76.0 | 91.9 | 78.7 |
| **100,000 - 249,999** | 51 | 62.5 | 80.0 | 99.5 | 111.6 | 51 | 65.0 | 80.0 | 102.5 | 117.0 |
| **50,000 - 99,999** | 27 | 53.8 | 63.0 | 77.5 | 82.7 | 27 | 55.5 | 64.0 | 87.5 | 91.2 |
| **less than 50,000** | 58 | 64.1 | 79.0 | 150.0 | 124.7 | 58 | 65.0 | 79.3 | 170.0 | 144.9 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 134 | 70.0 | 85.0 | 120.0 | 109.0 | 134 | 72.3 | 87.5 | 146.0 | 123.0 |
| **bachelor's degree** | 106 | 57.3 | 66.9 | 80.8 | 74.7 | 106 | 58.9 | 70.0 | 86.5 | 77.9 |
| **associate's degree or high school diploma** | 20 | 52.1 | 63.5 | 81.3 | 114.7 | 20 | 53.9 | 65.0 | 88.8 | 120.0 |

Table 154. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| All Regions | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 44 | 99.6 | 150.0 | 150.0 | 154.0 | 44 | 99.9 | 170.0 | 170.0 | 181.5 |
| AICP - American Institute of Certified Planners - no | 226 | 60.0 | 70.5 | 85.8 | 82.9 | 226 | 60.0 | 74.5 | 90.0 | 87.8 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 65 | 83.0 | 115.5 | 150.0 | 140.7 | 65 | 85.0 | 137.5 | 170.0 | 161.1 |
| CEcD, EcD, CED - Certified Economic Developer - no | 205 | 60.0 | 70.0 | 84.0 | 79.8 | 205 | 60.0 | 73.0 | 88.4 | 84.7 |
| EDFP - Economic Development Finance Professional - yes | 52 | 80.0 | 150.0 | 150.0 | 138.9 | 52 | 82.8 | 170.0 | 170.0 | 161.1 |
| EDFP - Economic Development Finance Professional - no | 218 | 60.0 | 71.6 | 87.0 | 83.9 | 218 | 60.8 | 75.0 | 91.0 | 89.2 |
| OU/EDI - yes | 46 | 65.6 | 77.5 | 95.0 | 82.3 | 46 | 66.4 | 81.4 | 99.1 | 85.5 |
| OU/EDI - no | 224 | 60.0 | 75.0 | 100.0 | 97.0 | 224 | 60.8 | 76.5 | 105.0 | 106.7 |
| any | 112 | 74.6 | 93.5 | 150.0 | 127.8 | 112 | 76.0 | 99.9 | 170.0 | 145.6 |
| none | 111 | 59.0 | 68.0 | 80.0 | 71.1 | 111 | 60.0 | 69.5 | 81.3 | 73.2 |
| **Nature of Organization** | | | | | | | | | | |
| public | 129 | 60.9 | 73.0 | 85.0 | 81.1 | 129 | 61.0 | 75.0 | 88.4 | 85.4 |
| private | 16 | 74.0 | 101.9 | 116.6 | 99.7 | 16 | 76.1 | 104.5 | 134.1 | 106.1 |
| non-profit | 93 | 58.0 | 80.0 | 150.0 | 109.5 | 93 | 63.0 | 90.0 | 170.0 | 121.5 |
| public-private partnership | 16 | 60.0 | 67.5 | 77.8 | 123.3 | 16 | 65.0 | 67.5 | 84.3 | 157.2 |
| educational institution | 7 | 71.7 | 80.0 | 99.5 | 81.0 | 7 | 75.2 | 82.0 | 99.5 | 82.8 |

Table 155. Compensation Results By Region and Position (USD 000)

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| All Regions | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 40 | 40.3 | 53.0 | 70.0 | 57.3 | 40 | 40.6 | 53.4 | 70.0 | 60.0 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 3 | * | * | * | * | 3 | * | * | * | * |
| **$1 - $2.49 million** | 6 | 41.5 | 58.5 | 68.8 | 62.5 | 6 | 41.7 | 58.9 | 68.8 | 64.0 |
| **$500,000 - $999,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **$250,000 - $499,999** | 10 | 39.8 | 55.0 | 64.8 | 55.6 | 10 | 39.8 | 55.5 | 64.8 | 55.7 |
| **less than $250,000** | 17 | 45.0 | 60.0 | 72.0 | 58.9 | 17 | 45.0 | 60.0 | 77.0 | 64.7 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 4 | * | * | * | * | 4 | * | * | * | * |
| **250,000 - 999,999** | 5 | 38.0 | 48.0 | 52.0 | 51.2 | 5 | 38.0 | 48.0 | 52.8 | 51.4 |
| **100,000 - 249,999** | 7 | 42.5 | 65.0 | 68.0 | 63.3 | 7 | 42.5 | 65.0 | 68.0 | 64.0 |
| **50,000 - 99,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **less than 50,000** | 20 | 48.8 | 62.5 | 75.8 | 61.7 | 20 | 49.5 | 62.5 | 78.7 | 66.7 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 13 | 45.0 | 50.0 | 61.0 | 52.3 | 13 | 45.0 | 50.0 | 61.0 | 52.5 |
| **bachelor's degree** | 17 | 47.0 | 57.0 | 66.0 | 58.8 | 17 | 47.0 | 57.0 | 66.0 | 59.0 |
| **associate's degree or high school diploma** | 10 | 36.7 | 61.0 | 74.3 | 61.2 | 10 | 36.9 | 61.4 | 82.3 | 71.5 |

Table 156. Compensation Results By Region and Position (USD 000)

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| All Regions | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 2 | * | * | * | * | 2 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 38 | 42.0 | 53.0 | 69.0 | 57.7 | 38 | 42.0 | 53.4 | 69.0 | 60.5 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 5 | 70.0 | 72.0 | 80.0 | 73.7 | 5 | 70.0 | 80.0 | 116.7 | 93.1 |
| CEcD, EcD, CED - Certified Economic Developer - no | 35 | 39.5 | 50.0 | 65.5 | 55.0 | 35 | 40.1 | 51.0 | 65.5 | 55.3 |
| EDFP - Economic Development Finance Professional - yes | 3 | * | * | * | * | 3 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 37 | 38.0 | 50.0 | 66.0 | 53.4 | 37 | 39.2 | 51.0 | 66.0 | 56.2 |
| OU/EDI - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| OU/EDI - no | 39 | 39.5 | 52.0 | 68.0 | 55.8 | 39 | 40.1 | 52.8 | 68.0 | 58.6 |
| any | 9 | 70.0 | 72.0 | 80.0 | 76.7 | 9 | 70.0 | 80.0 | 116.7 | 88.2 |
| none | 25 | 41.0 | 50.0 | 64.0 | 52.6 | 25 | 41.0 | 51.0 | 64.0 | 52.9 |
| **Nature of Organization** | | | | | | | | | | |
| public | 19 | 52.0 | 64.0 | 70.0 | 61.9 | 19 | 52.0 | 64.0 | 70.0 | 67.0 |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 18 | 38.0 | 49.0 | 69.8 | 54.5 | 18 | 38.3 | 49.0 | 71.3 | 55.1 |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 2 | * | * | * | * | 2 | * | * | * | * |

Table 157. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 296 | 69.8 | 93.3 | 120.0 | 102.9 | 296 | 72.0 | 97.4 | 132.1 | 114.0 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 72 | 77.0 | 102.5 | 145.0 | 121.9 | 72 | 84.8 | 110.0 | 159.3 | 134.8 |
| **$1 - $2.49 million** | 64 | 67.2 | 97.3 | 122.3 | 99.0 | 64 | 70.0 | 101.9 | 132.8 | 113.4 |
| **$500,000 - $999,999** | 45 | 72.0 | 100.0 | 128.0 | 103.1 | 45 | 76.0 | 101.0 | 143.0 | 112.9 |
| **$250,000 - $499,999** | 48 | 70.0 | 93.8 | 107.8 | 92.5 | 48 | 71.5 | 100.3 | 115.8 | 103.2 |
| **less than $250,000** | 67 | 61.8 | 81.0 | 96.5 | 93.6 | 67 | 64.3 | 85.0 | 115.0 | 100.9 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 58 | 71.3 | 100.0 | 120.0 | 101.5 | 58 | 79.6 | 104.8 | 133.6 | 112.5 |
| **250,000 - 999,999** | 66 | 64.8 | 93.5 | 140.0 | 116.0 | 66 | 72.1 | 97.2 | 153.8 | 127.9 |
| **100,000 - 249,999** | 58 | 80.0 | 104.0 | 134.3 | 111.4 | 58 | 80.5 | 107.0 | 145.8 | 126.2 |
| **50,000 - 99,999** | 42 | 70.0 | 90.5 | 108.4 | 105.9 | 42 | 80.2 | 97.0 | 123.0 | 119.2 |
| **less than 50,000** | 72 | 62.0 | 81.0 | 100.1 | 83.5 | 72 | 65.8 | 84.3 | 112.0 | 89.8 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 140 | 79.1 | 102.3 | 140.0 | 117.3 | 140 | 80.8 | 108.0 | 153.2 | 127.4 |
| **bachelor's degree** | 121 | 64.7 | 90.0 | 107.0 | 94.9 | 121 | 68.0 | 95.0 | 121.0 | 107.7 |
| **associate's degree or high school diploma** | 28 | 47.8 | 60.8 | 92.1 | 70.8 | 28 | 49.8 | 70.8 | 100.9 | 81.5 |

Table 158. **Compensation Results By Region and Position (USD 000)**

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

**ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)**

| US Southeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| **AICP - American Institute of Certified Planners - yes** | 20 | 74.3 | 117.0 | 150.0 | 110.2 | 20 | 75.8 | 123.5 | 170.0 | 124.7 |
| **AICP - American Institute of Certified Planners - no** | 276 | 69.0 | 92.0 | 120.0 | 102.4 | 276 | 71.5 | 96.8 | 130.0 | 113.3 |
| **CEcD, EcD, CED - Certified Economic Developer - yes** | 89 | 94.0 | 115.4 | 150.0 | 125.8 | 89 | 95.0 | 123.0 | 163.4 | 143.9 |
| **CEcD, EcD, CED - Certified Economic Developer - no** | 207 | 62.5 | 85.0 | 104.0 | 93.1 | 207 | 66.1 | 86.5 | 114.5 | 101.2 |
| **EDFP - Economic Development Finance Professional - yes** | 32 | 89.8 | 112.7 | 150.0 | 126.3 | 32 | 100.8 | 124.0 | 170.0 | 141.6 |
| **EDFP - Economic Development Finance Professional - no** | 264 | 68.0 | 90.0 | 120.0 | 100.1 | 264 | 70.0 | 94.0 | 129.3 | 110.7 |
| **OU/EDI - yes** | 73 | 86.0 | 105.0 | 140.0 | 119.2 | 73 | 91.0 | 115.0 | 153.1 | 133.9 |
| **OU/EDI - no** | 223 | 62.3 | 86.5 | 110.0 | 97.6 | 223 | 66.2 | 90.0 | 124.0 | 107.5 |
| **any** | 143 | 77.0 | 101.0 | 140.0 | 113.0 | 143 | 82.0 | 110.0 | 154.5 | 129.6 |
| **none** | 121 | 62.5 | 86.0 | 108.0 | 96.4 | 121 | 66.5 | 87.0 | 115.0 | 102.6 |
| **Nature of Organization** | | | | | | | | | | |
| **public** | 152 | 69.8 | 88.3 | 110.3 | 94.9 | 152 | 72.0 | 94.5 | 120.3 | 103.1 |
| **private** | 10 | 106.1 | 125.8 | 145.0 | 120.4 | 10 | 114.1 | 137.7 | 160.6 | 154.9 |
| **non-profit** | 86 | 63.0 | 92.5 | 148.8 | 112.6 | 86 | 67.5 | 104.1 | 158.8 | 126.2 |
| **public-private partnership** | 30 | 77.8 | 95.5 | 104.0 | 110.7 | 30 | 84.1 | 97.2 | 120.3 | 122.7 |
| **educational institution** | 8 | 48.8 | 69.5 | 117.0 | 90.6 | 8 | 48.8 | 69.5 | 122.0 | 93.5 |

Table 159. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 87 | 77.5 | 102.0 | 136.5 | 113.4 | 87 | 83.0 | 112.0 | 153.5 | 131.6 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 9 | 130.0 | 156.0 | 165.0 | 190.5 | 9 | 132.0 | 171.0 | 181.5 | 218.7 |
| **$1 - $2.49 million** | 12 | 126.8 | 159.5 | 180.0 | 150.0 | 12 | 133.5 | 163.5 | 199.8 | 180.8 |
| **$500,000 - $999,999** | 15 | 101.5 | 138.0 | 147.5 | 128.6 | 15 | 114.0 | 146.0 | 161.7 | 150.1 |
| **$250,000 - $499,999** | 21 | 92.0 | 102.0 | 120.0 | 102.3 | 21 | 94.0 | 112.0 | 125.0 | 125.1 |
| **less than $250,000** | 30 | 60.0 | 75.0 | 91.0 | 75.7 | 30 | 61.3 | 75.0 | 93.8 | 81.0 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 5 | 154.0 | 157.6 | 174.6 | 146.2 | 5 | 162.0 | 163.4 | 199.8 | 199.0 |
| **250,000 - 999,999** | 8 | 128.8 | 160.0 | 182.5 | 166.2 | 8 | 128.8 | 167.5 | 186.1 | 179.1 |
| **100,000 - 249,999** | 25 | 104.0 | 130.0 | 145.0 | 138.2 | 25 | 107.0 | 130.0 | 154.0 | 164.6 |
| **50,000 - 99,999** | 16 | 74.4 | 93.8 | 120.8 | 101.9 | 16 | 83.9 | 105.6 | 141.2 | 123.1 |
| **less than 50,000** | 33 | 60.0 | 80.0 | 100.0 | 82.3 | 33 | 62.0 | 84.0 | 112.0 | 88.8 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 34 | 93.3 | 120.0 | 154.8 | 129.6 | 34 | 94.9 | 135.0 | 164.3 | 147.2 |
| **bachelor's degree** | 40 | 89.0 | 103.5 | 124.5 | 111.8 | 40 | 94.3 | 109.5 | 139.2 | 135.4 |
| **associate's degree or high school diploma** | 11 | 59.5 | 66.0 | 73.8 | 75.1 | 11 | 63.0 | 71.6 | 77.8 | 79.1 |

**Table 160.** **Compensation Results By Region and Position (USD 000)**

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| **AICP - American Institute of Certified Planners - yes** | 2 | * | * | * | * | 2 | * | * | * | * |
| **AICP - American Institute of Certified Planners - no** | 85 | 75.0 | 100.0 | 138.0 | 113.3 | 85 | 82.0 | 112.0 | 154.0 | 131.7 |
| **CEcD, EcD, CED - Certified Economic Developer - yes** | 28 | 97.3 | 130.0 | 154.9 | 136.4 | 28 | 116.5 | 137.5 | 190.6 | 176.5 |
| **CEcD, EcD, CED - Certified Economic Developer - no** | 59 | 68.3 | 95.0 | 120.0 | 102.4 | 59 | 73.0 | 102.3 | 133.5 | 110.2 |
| **EDFP - Economic Development Finance Professional - yes** | 3 | * | * | * | * | 3 | * | * | * | * |
| **EDFP - Economic Development Finance Professional - no** | 84 | 75.0 | 100.0 | 135.8 | 112.9 | 84 | 81.6 | 110.0 | 153.3 | 131.2 |
| **OU/EDI - yes** | 30 | 95.5 | 126.0 | 154.5 | 133.3 | 30 | 99.5 | 132.5 | 169.1 | 159.5 |
| **OU/EDI - no** | 57 | 69.0 | 95.0 | 120.0 | 102.8 | 57 | 74.5 | 103.0 | 135.0 | 116.9 |
| **any** | 40 | 90.0 | 120.0 | 143.3 | 122.6 | 40 | 94.8 | 127.5 | 162.3 | 153.6 |
| **none** | 35 | 77.5 | 97.0 | 140.0 | 112.5 | 35 | 79.5 | 103.0 | 143.0 | 119.1 |
| **Nature of Organization** | | | | | | | | | | |
| **public** | 45 | 85.0 | 106.0 | 123.0 | 111.0 | 45 | 94.0 | 115.0 | 140.0 | 123.8 |
| **private** | 2 | * | * | * | * | 2 | * | * | * | * |
| **non-profit** | 27 | 63.8 | 93.6 | 152.0 | 108.8 | 27 | 68.0 | 112.0 | 161.0 | 130.5 |
| **public-private partnership** | 13 | 84.0 | 102.0 | 138.0 | 132.4 | 13 | 84.0 | 107.0 | 154.0 | 147.4 |
| **educational institution** | 0 | * | * | * | * | 0 | * | * | * | * |

Table 161. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 46 | 96.1 | 105.0 | 135.3 | 115.8 | 46 | 98.2 | 120.0 | 147.3 | 127.4 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 14 | 101.8 | 122.0 | 137.5 | 124.6 | 14 | 108.0 | 127.0 | 148.8 | 130.7 |
| **$1 - $2.49 million** | 12 | 101.4 | 107.0 | 140.0 | 116.5 | 12 | 103.1 | 117.0 | 163.8 | 146.9 |
| **$500,000 - $999,999** | 8 | 77.0 | 96.2 | 122.0 | 103.8 | 8 | 77.0 | 97.2 | 130.3 | 109.2 |
| **$250,000 - $499,999** | 8 | 93.1 | 101.7 | 112.8 | 102.3 | 8 | 93.5 | 103.5 | 115.2 | 104.1 |
| **less than $250,000** | 4 | * | * | * | * | 4 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 9 | 120.0 | 133.0 | 140.0 | 135.4 | 9 | 120.0 | 136.0 | 148.0 | 137.8 |
| **250,000 - 999,999** | 19 | 98.2 | 120.0 | 140.0 | 124.5 | 19 | 101.9 | 126.0 | 161.5 | 143.1 |
| **100,000 - 249,999** | 9 | 90.0 | 104.0 | 105.0 | 97.2 | 9 | 90.0 | 104.0 | 108.3 | 102.4 |
| **50,000 - 99,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **less than 50,000** | 5 | 71.0 | 72.3 | 100.6 | 82.2 | 5 | 71.1 | 72.3 | 100.6 | 82.2 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 25 | 104.0 | 120.0 | 140.0 | 128.0 | 25 | 104.0 | 126.0 | 153.5 | 140.7 |
| **bachelor's degree** | 16 | 72.0 | 100.5 | 130.0 | 102.3 | 16 | 72.0 | 103.5 | 137.8 | 112.5 |
| **associate's degree or high school diploma** | 4 | 94.7 | 96.2 | 97.4 | 96.0 | 4 | 97.3 | 99.0 | 100.9 | 99.2 |

Table 162. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 46 | 96.1 | 105.0 | 135.3 | 115.8 | 46 | 98.2 | 120.0 | 147.3 | 127.4 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 14 | 101.3 | 122.0 | 151.3 | 129.7 | 14 | 107.9 | 125.0 | 155.5 | 134.4 |
| CEcD, EcD, CED - Certified Economic Developer - no | 32 | 90.6 | 104.0 | 130.8 | 109.7 | 32 | 93.8 | 106.7 | 143.5 | 124.3 |
| EDFP - Economic Development Finance Professional - yes | 2 | * | * | * | * | 2 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 44 | 95.8 | 105.0 | 133.8 | 113.5 | 44 | 97.3 | 120.0 | 145.8 | 125.1 |
| OU/EDI - yes | 19 | 98.5 | 120.0 | 140.0 | 123.3 | 19 | 101.2 | 120.0 | 140.0 | 131.7 |
| OU/EDI - no | 27 | 92.5 | 105.0 | 134.5 | 110.6 | 27 | 92.5 | 121.0 | 146.5 | 124.3 |
| any | 20 | 100.3 | 122.0 | 151.3 | 129.9 | 20 | 101.6 | 125.0 | 161.8 | 140.9 |
| none | 21 | 90.8 | 104.0 | 128.0 | 105.4 | 21 | 95.0 | 108.3 | 139.5 | 118.3 |
| **Nature of Organization** | | | | | | | | | | |
| public | 14 | 85.6 | 102.8 | 120.0 | 102.1 | 14 | 85.9 | 108.8 | 123.0 | 106.4 |
| private | 2 | * | * | * | * | 2 | * | * | * | * |
| non-profit | 15 | 103.9 | 128.0 | 140.0 | 123.9 | 15 | 114.7 | 139.0 | 149.0 | 139.1 |
| public-private partnership | 10 | 91.3 | 96.2 | 103.6 | 97.4 | 10 | 91.3 | 97.2 | 104.0 | 108.2 |
| educational institution | 1 | * | * | * | * | 1 | * | * | * | * |

Table 163. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 54 | 71.6 | 86.5 | 101.5 | 100.6 | 54 | 80.3 | 89.3 | 110.8 | 110.2 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 15 | 70.2 | 86.5 | 108.5 | 99.6 | 15 | 82.2 | 90.0 | 110.9 | 111.3 |
| **$1 - $2.49 million** | 9 | 64.7 | 86.5 | 100.0 | 78.9 | 9 | 77.2 | 88.0 | 103.5 | 91.2 |
| **$500,000 - $999,999** | 9 | 62.5 | 96.5 | 110.0 | 96.2 | 9 | 86.0 | 100.0 | 111.0 | 102.5 |
| **$250,000 - $499,999** | 7 | 82.0 | 88.0 | 96.5 | 88.0 | 7 | 82.5 | 88.0 | 97.8 | 91.4 |
| **less than $250,000** | 14 | 77.1 | 85.4 | 93.4 | 124.9 | 14 | 81.3 | 88.3 | 121.8 | 135.7 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 12 | 82.1 | 89.0 | 107.3 | 95.2 | 12 | 86.4 | 97.3 | 110.5 | 107.6 |
| **250,000 - 999,999** | 10 | 60.8 | 78.5 | 96.6 | 96.7 | 10 | 68.0 | 85.8 | 124.0 | 109.3 |
| **100,000 - 249,999** | 7 | 79.9 | 85.0 | 100.0 | 92.2 | 7 | 80.4 | 100.0 | 127.5 | 105.4 |
| **50,000 - 99,999** | 11 | 75.0 | 91.0 | 99.8 | 135.5 | 11 | 86.5 | 95.0 | 111.5 | 143.6 |
| **less than 50,000** | 14 | 75.5 | 83.9 | 89.7 | 84.9 | 14 | 78.1 | 86.9 | 100.1 | 89.4 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 29 | 77.0 | 88.0 | 106.0 | 115.6 | 29 | 79.4 | 88.0 | 111.8 | 118.8 |
| **bachelor's degree** | 21 | 75.8 | 85.7 | 100.0 | 88.4 | 21 | 82.0 | 91.0 | 104.6 | 100.8 |
| **associate's degree or high school diploma** | 3 | * | * | * | * | 3 | * | * | * | * |

Table 164. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 5 | 63.0 | 75.0 | 85.7 | 76.9 | 5 | 75.0 | 85.7 | 110.0 | 90.7 |
| AICP - American Institute of Certified Planners - no | 49 | 75.8 | 88.0 | 102.0 | 103.0 | 49 | 81.0 | 90.0 | 111.0 | 112.2 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 19 | 80.5 | 91.0 | 108.5 | 99.7 | 19 | 81.5 | 91.0 | 108.9 | 102.0 |
| CEcD, EcD, CED - Certified Economic Developer - no | 35 | 63.0 | 85.7 | 95.8 | 101.1 | 35 | 78.5 | 88.0 | 110.5 | 114.7 |
| EDFP - Economic Development Finance Professional - yes | 6 | 55.0 | 78.0 | 89.8 | 77.8 | 6 | 87.3 | 95.5 | 107.5 | 99.3 |
| EDFP - Economic Development Finance Professional - no | 48 | 75.6 | 87.3 | 102.3 | 103.5 | 48 | 78.9 | 88.3 | 111.2 | 111.6 |
| OU/EDI - yes | 11 | 81.5 | 88.0 | 104.8 | 100.0 | 11 | 81.5 | 88.0 | 104.8 | 100.5 |
| OU/EDI - no | 43 | 66.3 | 86.5 | 100.0 | 100.8 | 43 | 79.7 | 90.0 | 111.4 | 112.7 |
| any | 34 | 70.1 | 81.5 | 102.6 | 91.7 | 34 | 79.6 | 89.0 | 111.4 | 102.1 |
| none | 16 | 86.5 | 89.3 | 102.3 | 125.4 | 16 | 87.6 | 92.5 | 114.0 | 135.7 |
| **Nature of Organization** | | | | | | | | | | |
| public | 35 | 80.5 | 88.7 | 101.0 | 90.8 | 35 | 85.9 | 95.0 | 111.4 | 100.4 |
| private | 2 | * | * | * | * | 2 | * | * | * | * |
| non-profit | 13 | 63.0 | 77.0 | 86.5 | 128.3 | 13 | 75.8 | 85.0 | 88.0 | 134.9 |
| public-private partnership | 3 | * | * | * | * | 3 | * | * | * | * |
| educational institution | 1 | * | * | * | * | 1 | * | * | * | * |

Table 165. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 50 | 59.8 | 75.0 | 100.0 | 82.8 | 50 | 59.8 | 75.5 | 104.0 | 88.4 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 14 | 56.5 | 74.0 | 97.5 | 78.7 | 14 | 57.8 | 81.0 | 118.0 | 87.9 |
| **$1 - $2.49 million** | 14 | 61.1 | 72.5 | 86.5 | 75.4 | 14 | 66.5 | 72.5 | 86.5 | 77.4 |
| **$500,000 - $999,999** | 6 | 66.8 | 74.0 | 78.4 | 75.0 | 6 | 67.6 | 74.0 | 78.4 | 75.2 |
| **$250,000 - $499,999** | 5 | 60.0 | 72.0 | 75.0 | 69.1 | 5 | 60.0 | 72.0 | 75.0 | 69.1 |
| **less than $250,000** | 11 | 59.5 | 150.0 | 150.0 | 108.2 | 11 | 60.0 | 170.0 | 170.0 | 119.2 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 18 | 60.1 | 74.5 | 103.8 | 81.1 | 18 | 61.6 | 81.0 | 110.6 | 86.7 |
| **250,000 - 999,999** | 13 | 58.0 | 70.0 | 78.0 | 67.3 | 13 | 58.0 | 70.0 | 78.0 | 67.5 |
| **100,000 - 249,999** | 8 | 56.5 | 62.4 | 93.8 | 82.1 | 8 | 57.4 | 62.9 | 98.8 | 87.5 |
| **50,000 - 99,999** | 2 | 89.0 | 93.0 | 97.0 | 93.0 | 2 | 89.0 | 93.0 | 97.0 | 93.0 |
| **less than 50,000** | 9 | 75.0 | 100.0 | 150.0 | 107.1 | 9 | 75.0 | 150.0 | 170.0 | 121.9 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 32 | 70.3 | 78.6 | 115.1 | 92.0 | 32 | 71.0 | 80.2 | 134.1 | 100.0 |
| **bachelor's degree** | 15 | 56.7 | 60.0 | 76.5 | 67.6 | 15 | 57.3 | 60.0 | 78.5 | 69.0 |
| **associate's degree or high school diploma** | 1 | * | * | * | * | 1 | * | * | * | * |

Table 166. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 8 | 131.5 | 150.0 | 150.0 | 131.0 | 8 | 146.5 | 170.0 | 170.0 | 146.0 |
| AICP - American Institute of Certified Planners - no | 42 | 58.0 | 70.5 | 85.8 | 73.7 | 42 | 58.1 | 71.0 | 86.8 | 77.5 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 14 | 102.0 | 115.5 | 150.0 | 119.1 | 14 | 103.9 | 135.9 | 170.0 | 132.6 |
| CEcD, EcD, CED - Certified Economic Developer - no | 36 | 57.0 | 66.5 | 78.8 | 68.7 | 36 | 57.4 | 67.3 | 78.8 | 71.3 |
| EDFP - Economic Development Finance Professional - yes | 11 | 108.2 | 150.0 | 150.0 | 120.6 | 11 | 116.7 | 170.0 | 170.0 | 135.5 |
| EDFP - Economic Development Finance Professional - no | 39 | 58.0 | 71.0 | 82.1 | 72.2 | 39 | 58.3 | 72.0 | 85.0 | 75.2 |
| OU/EDI - yes | 8 | 74.5 | 80.0 | 115.1 | 89.6 | 8 | 74.5 | 88.0 | 128.3 | 98.4 |
| OU/EDI - no | 42 | 58.0 | 72.0 | 97.5 | 81.5 | 42 | 58.1 | 73.5 | 98.3 | 86.5 |
| any | 22 | 75.3 | 100.5 | 141.4 | 101.1 | 22 | 75.3 | 106.8 | 165.0 | 112.2 |
| none | 22 | 57.3 | 62.8 | 74.3 | 66.4 | 22 | 57.3 | 66.5 | 76.5 | 67.8 |
| **Nature of Organization** | | | | | | | | | | |
| public | 23 | 57.5 | 70.0 | 80.2 | 72.5 | 23 | 58.0 | 70.0 | 80.2 | 73.4 |
| private | 3 | * | * | * | * | 3 | * | * | * | * |
| non-profit | 19 | 60.2 | 72.0 | 150.0 | 94.0 | 19 | 61.8 | 72.0 | 170.0 | 103.8 |
| public-private partnership | 3 | * | * | * | * | 3 | * | * | * | * |
| educational institution | 1 | * | * | * | * | 1 | * | * | * | * |

Table 167. Compensation Results By Region and Position (USD 000)

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 4 | * | * | * | * | 4 | * | * | * | * |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$1 - $2.49 million** | 2 | * | * | * | * | 2 | * | * | * | * |
| **$500,000 - $999,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$250,000 - $499,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **less than $250,000** | 1 | * | * | * | * | 1 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 1 | * | * | * | * | 1 | * | * | * | * |
| **250,000 - 999,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **100,000 - 249,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **50,000 - 99,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **less than 50,000** | 2 | * | * | * | * | 2 | * | * | * | * |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 2 | * | * | * | * | 2 | * | * | * | * |
| **bachelor's degree** | 0 | * | * | * | * | 0 | * | * | * | * |
| **associate's degree or high school diploma** | 2 | * | * | * | * | 2 | * | * | * | * |

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 3 | * | * | * | * | 3 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 3 | * | * | * | * | 3 | * | * | * | * |
| EDFP - Economic Development Finance Professional - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 4 | * | * | * | * | 4 | * | * | * | * |
| OU/EDI - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| OU/EDI - no | 4 | * | * | * | * | 4 | * | * | * | * |
| any | 1 | * | * | * | * | 1 | * | * | * | * |
| none | 1 | * | * | * | * | 1 | * | * | * | * |
| **Nature of Organization** | | | | | | | | | | |
| public | 3 | * | * | * | * | 3 | * | * | * | * |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 1 | * | * | * | * | 1 | * | * | * | * |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

Table 169. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 228 | 65.0 | 90.0 | 131.4 | 112.7 | 228 | 67.2 | 95.0 | 140.3 | 120.9 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 55 | 71.0 | 109.0 | 145.0 | 136.7 | 55 | 78.5 | 109.0 | 159.3 | 147.4 |
| **$1 - $2.49 million** | 42 | 78.5 | 98.0 | 128.0 | 107.1 | 42 | 76.1 | 106.5 | 137.8 | 118.9 |
| **$500,000 - $999,999** | 48 | 66.5 | 95.0 | 135.0 | 135.0 | 48 | 69.5 | 95.0 | 146.6 | 141.9 |
| **$250,000 - $499,999** | 36 | 66.8 | 83.5 | 112.9 | 96.7 | 36 | 69.9 | 92.8 | 119.3 | 103.8 |
| **less than $250,000** | 47 | 50.0 | 65.0 | 92.5 | 79.2 | 47 | 50.0 | 70.0 | 92.5 | 83.2 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 38 | 70.0 | 97.3 | 135.0 | 130.6 | 38 | 72.8 | 98.8 | 136.9 | 138.3 |
| **250,000 - 999,999** | 42 | 79.1 | 91.0 | 123.8 | 116.4 | 42 | 79.6 | 98.0 | 145.3 | 126.4 |
| **100,000 - 249,999** | 39 | 62.5 | 90.0 | 155.0 | 136.0 | 39 | 62.5 | 85.0 | 170.0 | 144.1 |
| **50,000 - 99,999** | 29 | 72.0 | 93.0 | 138.0 | 118.4 | 29 | 75.0 | 95.0 | 149.6 | 126.1 |
| **less than 50,000** | 80 | 58.8 | 80.0 | 115.0 | 88.9 | 80 | 62.1 | 83.5 | 119.3 | 96.4 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 97 | 80.0 | 110.0 | 150.0 | 117.7 | 97 | 85.0 | 116.0 | 170.0 | 126.6 |
| **bachelor's degree** | 89 | 63.0 | 80.0 | 111.0 | 106.9 | 89 | 66.0 | 82.0 | 120.0 | 117.7 |
| **associate's degree or high school diploma** | 31 | 51.5 | 65.0 | 78.6 | 103.3 | 31 | 51.5 | 67.2 | 84.4 | 107.2 |

Table 170. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| **AICP - American Institute of Certified Planners - yes** | 16 | 145.3 | 150.0 | 159.8 | 178.3 | 16 | 160.3 | 170.0 | 179.8 | 198.6 |
| **AICP - American Institute of Certified Planners - no** | 212 | 65.0 | 86.0 | 125.0 | 107.8 | 212 | 65.0 | 91.5 | 131.3 | 115.0 |
| **CEcD, EcD, CED - Certified Economic Developer - yes** | 62 | 97.4 | 129.5 | 153.8 | 161.9 | 62 | 100.1 | 136.3 | 177.5 | 173.7 |
| **CEcD, EcD, CED - Certified Economic Developer - no** | 166 | 60.0 | 77.6 | 110.0 | 94.4 | 166 | 61.3 | 80.0 | 115.1 | 101.1 |
| **EDFP - Economic Development Finance Professional - yes** | 21 | 105.0 | 150.0 | 150.0 | 137.3 | 21 | 120.0 | 170.0 | 170.0 | 151.9 |
| **EDFP - Economic Development Finance Professional - no** | 207 | 64.0 | 82.0 | 125.0 | 110.2 | 207 | 65.0 | 90.0 | 131.0 | 117.7 |
| **OU/EDI - yes** | 79 | 76.1 | 97.0 | 134.5 | 111.0 | 79 | 80.0 | 109.0 | 145.3 | 122.7 |
| **OU/EDI - no** | 149 | 60.0 | 80.0 | 131.0 | 113.7 | 149 | 62.0 | 87.5 | 140.0 | 119.9 |
| **any** | 97 | 85.0 | 115.5 | 150.0 | 142.5 | 97 | 90.0 | 119.0 | 170.0 | 153.4 |
| **none** | 91 | 56.0 | 72.0 | 101.5 | 87.4 | 91 | 57.8 | 75.0 | 108.5 | 94.9 |
| **Nature of Organization** | | | | | | | | | | |
| **public** | 102 | 65.3 | 90.0 | 116.5 | 107.2 | 102 | 67.4 | 93.0 | 119.0 | 114.9 |
| **private** | 9 | 75.0 | 100.0 | 120.0 | 114.0 | 9 | 77.0 | 108.0 | 148.1 | 120.8 |
| **non-profit** | 88 | 65.0 | 90.0 | 150.0 | 126.1 | 88 | 69.5 | 100.3 | 170.0 | 135.7 |
| **public-private partnership** | 12 | 50.0 | 80.0 | 106.8 | 93.3 | 12 | 50.0 | 83.5 | 109.5 | 96.9 |
| **educational institution** | 9 | 55.0 | 66.0 | 97.0 | 78.2 | 9 | 55.0 | 66.0 | 98.5 | 78.7 |

**Table 171.** **Compensation Results By Region and Position (USD 000)**

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 84 | 77.8 | 110.5 | 150.9 | 120.2 | 84 | 78.3 | 116.0 | 159.6 | 128.1 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 15 | 121.0 | 145.0 | 161.0 | 154.4 | 15 | 126.3 | 149.6 | 177.0 | 165.3 |
| **$1 - $2.49 million** | 13 | 87.0 | 140.0 | 168.0 | 137.4 | 13 | 95.5 | 140.0 | 196.5 | 158.3 |
| **$500,000 - $999,999** | 23 | 88.5 | 119.0 | 165.0 | 131.4 | 23 | 90.0 | 119.0 | 165.0 | 138.5 |
| **$250,000 - $499,999** | 17 | 82.0 | 105.0 | 119.0 | 111.1 | 17 | 82.0 | 112.0 | 120.0 | 114.4 |
| **less than $250,000** | 16 | 50.0 | 62.5 | 77.0 | 67.6 | 16 | 50.0 | 63.8 | 78.8 | 68.4 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 2 | * | * | * | * | 2 | * | * | * | * |
| **250,000 - 999,999** | 8 | 119.8 | 151.0 | 177.5 | 153.8 | 8 | 123.3 | 158.5 | 199.3 | 161.0 |
| **100,000 - 249,999** | 12 | 156.3 | 183.5 | 195.5 | 181.0 | 12 | 159.9 | 190.5 | 212.6 | 196.2 |
| **50,000 - 99,999** | 12 | 114.6 | 132.5 | 152.2 | 139.1 | 12 | 114.6 | 136.6 | 160.0 | 141.4 |
| **less than 50,000** | 50 | 65.5 | 82.0 | 110.8 | 91.8 | 50 | 70.1 | 86.0 | 118.5 | 98.6 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 33 | 90.0 | 135.0 | 165.0 | 136.6 | 33 | 95.5 | 140.0 | 194.0 | 142.0 |
| **bachelor's degree** | 36 | 79.0 | 106.5 | 137.5 | 113.5 | 36 | 79.6 | 109.5 | 143.1 | 124.9 |
| **associate's degree or high school diploma** | 13 | 50.0 | 73.0 | 115.5 | 92.9 | 13 | 50.0 | 77.0 | 115.5 | 99.1 |

Table 172. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 5 | 117.0 | 189.0 | 250.0 | 188.2 | 5 | 117.0 | 209.0 | 252.0 | 203.3 |
| AICP - American Institute of Certified Planners - no | 79 | 76.6 | 110.0 | 145.0 | 115.9 | 79 | 77.6 | 115.5 | 152.3 | 123.4 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 24 | 109.5 | 147.3 | 200.0 | 156.3 | 24 | 118.3 | 152.3 | 203.0 | 162.4 |
| CEcD, EcD, CED - Certified Economic Developer - no | 60 | 72.3 | 99.0 | 135.5 | 105.7 | 60 | 74.5 | 105.5 | 140.0 | 114.4 |
| EDFP - Economic Development Finance Professional - yes | 8 | 108.8 | 142.0 | 168.8 | 146.4 | 8 | 119.0 | 142.0 | 168.8 | 149.0 |
| EDFP - Economic Development Finance Professional - no | 76 | 75.8 | 110.0 | 145.0 | 117.4 | 76 | 77.2 | 111.0 | 152.1 | 125.9 |
| OU/EDI - yes | 34 | 85.0 | 123.0 | 166.0 | 130.3 | 34 | 88.8 | 123.0 | 186.3 | 140.4 |
| OU/EDI - no | 50 | 67.8 | 109.0 | 140.0 | 113.3 | 50 | 73.0 | 112.8 | 145.8 | 119.8 |
| any | 39 | 102.5 | 131.0 | 176.5 | 139.2 | 39 | 106.0 | 132.5 | 195.8 | 145.5 |
| none | 34 | 66.3 | 88.5 | 138.8 | 104.6 | 34 | 70.0 | 92.8 | 140.8 | 116.5 |
| **Nature of Organization** | | | | | | | | | | |
| public | 46 | 76.3 | 104.0 | 125.8 | 106.2 | 46 | 77.5 | 108.5 | 125.8 | 113.9 |
| private | 1 | * | * | * | * | 1 | * | * | * | * |
| non-profit | 29 | 82.0 | 138.0 | 175.0 | 138.2 | 29 | 88.4 | 145.0 | 194.0 | 148.1 |
| public-private partnership | 4 | * | * | * | * | 4 | * | * | * | * |
| educational institution | 2 | * | * | * | * | 2 | * | * | * | * |

Table 173. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 38 | 78.9 | 109.5 | 137.0 | 136.1 | 38 | 87.3 | 120.0 | 174.8 | 153.8 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 10 | 128.8 | 156.0 | 192.5 | 234.9 | 10 | 156.0 | 182.5 | 211.3 | 258.0 |
| **$1 - $2.49 million** | 13 | 100.0 | 115.0 | 125.0 | 111.8 | 13 | 109.0 | 115.0 | 131.0 | 128.6 |
| **$500,000 - $999,999** | 11 | 55.0 | 84.0 | 97.5 | 87.1 | 11 | 57.5 | 84.0 | 97.5 | 98.9 |
| **$250,000 - $499,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **less than $250,000** | 0 | * | * | * | * | 0 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 8 | 136.3 | 185.0 | 203.8 | 264.5 | 8 | 147.5 | 190.0 | 218.8 | 277.6 |
| **250,000 - 999,999** | 11 | 95.0 | 110.0 | 133.5 | 118.4 | 11 | 100.3 | 130.0 | 170.0 | 137.6 |
| **100,000 - 249,999** | 10 | 62.8 | 80.6 | 127.3 | 92.6 | 10 | 64.0 | 84.4 | 131.0 | 109.2 |
| **50,000 - 99,999** | 3 | * | * | * | * | 3 | * | * | * | * |
| **less than 50,000** | 6 | 73.8 | 100.0 | 111.3 | 91.7 | 6 | 77.3 | 114.5 | 115.0 | 109.3 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 18 | 96.3 | 125.0 | 168.8 | 132.0 | 18 | 102.6 | 143.0 | 196.3 | 150.5 |
| **bachelor's degree** | 13 | 95.0 | 110.0 | 120.0 | 173.7 | 13 | 105.0 | 115.0 | 159.0 | 198.2 |
| **associate's degree or high school diploma** | 5 | 62.0 | 65.0 | 77.3 | 68.5 | 5 | 62.0 | 70.0 | 84.0 | 71.0 |

Table 174. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 38 | 78.9 | 109.5 | 137.0 | 136.1 | 38 | 87.3 | 120.0 | 174.8 | 153.8 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 15 | 102.0 | 115.0 | 128.0 | 175.7 | 15 | 107.0 | 131.0 | 182.5 | 201.3 |
| CEcD, EcD, CED - Certified Economic Developer - no | 23 | 65.5 | 100.0 | 141.0 | 110.4 | 23 | 68.0 | 114.0 | 158.0 | 122.8 |
| EDFP - Economic Development Finance Professional - yes | 3 | * | * | * | * | 3 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 35 | 76.1 | 110.0 | 141.0 | 138.5 | 35 | 84.4 | 115.0 | 169.5 | 154.2 |
| OU/EDI - yes | 16 | 93.8 | 115.0 | 125.8 | 113.6 | 16 | 103.9 | 130.5 | 162.8 | 140.7 |
| OU/EDI - no | 22 | 65.0 | 100.0 | 145.8 | 152.6 | 22 | 65.3 | 111.5 | 182.3 | 163.3 |
| any | 20 | 95.0 | 109.5 | 125.8 | 154.0 | 20 | 98.8 | 115.0 | 181.3 | 177.7 |
| none | 12 | 70.0 | 112.5 | 200.0 | 125.2 | 12 | 78.1 | 140.0 | 203.8 | 138.8 |
| **Nature of Organization** | | | | | | | | | | |
| public | 11 | 97.5 | 115.0 | 125.0 | 186.5 | 11 | 102.0 | 115.0 | 142.0 | 205.6 |
| private | 1 | * | * | * | * | 1 | * | * | * | * |
| non-profit | 21 | 75.0 | 100.0 | 165.0 | 118.0 | 21 | 84.0 | 131.0 | 190.0 | 137.1 |
| public-private partnership | 2 | * | * | * | * | 2 | * | * | * | * |
| educational institution | 1 | * | * | * | * | 1 | * | * | * | * |

Table 175. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 32 | 65.0 | 79.8 | 95.5 | 83.7 | 32 | 66.6 | 78.5 | 95.8 | 82.7 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 8 | 73.8 | 79.8 | 115.3 | 91.6 | 8 | 75.6 | 79.8 | 115.3 | 91.9 |
| **$1 - $2.49 million** | 5 | 65.0 | 72.0 | 75.5 | 71.5 | 5 | 55.0 | 67.2 | 75.0 | 54.7 |
| **$500,000 - $999,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **$250,000 - $499,999** | 11 | 67.5 | 80.0 | 93.5 | 85.0 | 11 | 71.5 | 85.0 | 94.8 | 89.0 |
| **less than $250,000** | 6 | 67.5 | 84.0 | 97.1 | 82.3 | 6 | 67.5 | 84.0 | 97.1 | 83.1 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 7 | 86.8 | 109.0 | 125.5 | 105.5 | 7 | 88.0 | 109.0 | 128.0 | 106.6 |
| **250,000 - 999,999** | 9 | 65.0 | 79.5 | 92.0 | 78.2 | 9 | 67.2 | 79.5 | 94.5 | 78.9 |
| **100,000 - 249,999** | 8 | 58.0 | 69.0 | 80.0 | 67.9 | 8 | 49.9 | 65.5 | 76.3 | 58.4 |
| **50,000 - 99,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **less than 50,000** | 4 | * | * | * | * | 4 | * | * | * | * |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 14 | 76.6 | 92.0 | 107.1 | 95.9 | 14 | 76.6 | 92.0 | 107.1 | 98.7 |
| **bachelor's degree** | 10 | 59.3 | 75.0 | 79.9 | 76.6 | 10 | 60.0 | 76.3 | 79.9 | 77.4 |
| **associate's degree or high school diploma** | 4 | 55.9 | 61.5 | 63.5 | 57.9 | 4 | 58.1 | 65.1 | 67.4 | 60.4 |

Table 176. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 32 | 65.0 | 79.8 | 95.5 | 83.7 | 32 | 66.6 | 78.5 | 95.8 | 82.7 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 7 | 97.8 | 117.0 | 134.5 | 116.8 | 7 | 98.3 | 122.0 | 134.5 | 121.8 |
| CEcD, EcD, CED - Certified Economic Developer - no | 25 | 63.0 | 75.0 | 90.0 | 74.4 | 25 | 63.0 | 75.0 | 85.0 | 71.8 |
| EDFP - Economic Development Finance Professional - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 32 | 65.0 | 79.8 | 95.5 | 83.7 | 32 | 66.6 | 78.5 | 95.8 | 82.7 |
| OU/EDI - yes | 12 | 75.0 | 92.5 | 121.3 | 98.0 | 12 | 75.0 | 93.8 | 125.0 | 101.5 |
| OU/EDI - no | 20 | 62.3 | 75.3 | 90.3 | 75.1 | 20 | 61.0 | 75.3 | 82.8 | 71.4 |
| any | 10 | 80.0 | 97.8 | 129.8 | 102.8 | 10 | 80.0 | 98.3 | 131.0 | 106.3 |
| none | 14 | 60.8 | 67.5 | 75.0 | 69.5 | 14 | 63.5 | 69.0 | 76.9 | 71.1 |
| **Nature of Organization** | | | | | | | | | | |
| public | 15 | 77.3 | 92.0 | 109.5 | 96.0 | 15 | 77.3 | 93.0 | 109.5 | 98.1 |
| private | 1 | * | * | * | * | 1 | * | * | * | * |
| non-profit | 10 | 56.3 | 64.0 | 74.3 | 65.6 | 10 | 52.8 | 65.1 | 73.3 | 58.2 |
| public-private partnership | 3 | * | * | * | * | 3 | * | * | * | * |
| educational institution | 3 | * | * | * | * | 3 | * | * | * | * |

Table 177. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 35 | 60.0 | 71.2 | 150.0 | 126.3 | 35 | 62.5 | 80.0 | 170.0 | 137.5 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 12 | 59.0 | 63.0 | 76.3 | 103.0 | 12 | 60.0 | 77.5 | 98.0 | 118.1 |
| **$1 - $2.49 million** | 3 | * | * | * | * | 3 | * | * | * | * |
| **$500,000 - $999,999** | 6 | 57.8 | 69.0 | 108.8 | 228.2 | 6 | 57.8 | 70.0 | 130.3 | 233.2 |
| **$250,000 - $499,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **less than $250,000** | 12 | 85.3 | 150.0 | 150.0 | 123.0 | 12 | 86.6 | 170.0 | 170.0 | 136.8 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 10 | 56.0 | 65.0 | 75.0 | 69.5 | 10 | 61.3 | 76.0 | 96.5 | 77.9 |
| **250,000 - 999,999** | 5 | 66.0 | 80.0 | 90.0 | 83.2 | 5 | 80.0 | 90.0 | 98.0 | 95.8 |
| **100,000 - 249,999** | 8 | 58.8 | 69.2 | 150.0 | 200.8 | 8 | 58.8 | 71.7 | 170.0 | 206.4 |
| **50,000 - 99,999** | 5 | 57.0 | 62.0 | 63.0 | 147.6 | 5 | 57.0 | 62.0 | 63.0 | 163.6 |
| **less than 50,000** | 7 | 150.0 | 150.0 | 150.0 | 137.9 | 7 | 170.0 | 170.0 | 170.0 | 155.0 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 16 | 74.1 | 135.0 | 150.0 | 113.9 | 16 | 76.8 | 159.1 | 170.0 | 128.4 |
| **bachelor's degree** | 15 | 55.5 | 62.0 | 73.6 | 94.5 | 15 | 56.0 | 63.0 | 94.0 | 104.9 |
| **associate's degree or high school diploma** | 4 | * | * | * | * | 4 | * | * | * | * |

Table 178. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 9 | 150.0 | 150.0 | 150.0 | 188.9 | 9 | 170.0 | 170.0 | 170.0 | 215.6 |
| AICP - American Institute of Certified Planners - no | 26 | 56.3 | 64.0 | 75.0 | 104.6 | 26 | 60.0 | 66.1 | 91.5 | 110.5 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 12 | 132.5 | 150.0 | 150.0 | 201.3 | 12 | 147.5 | 170.0 | 170.0 | 214.8 |
| CEcD, EcD, CED - Certified Economic Developer - no | 23 | 56.0 | 63.0 | 73.1 | 87.2 | 23 | 58.5 | 65.0 | 95.0 | 97.2 |
| EDFP - Economic Development Finance Professional - yes | 8 | 150.0 | 150.0 | 150.0 | 150.0 | 8 | 170.0 | 170.0 | 170.0 | 170.0 |
| EDFP - Economic Development Finance Professional - no | 27 | 56.5 | 65.0 | 77.5 | 119.3 | 27 | 60.0 | 67.2 | 95.0 | 127.9 |
| OU/EDI - yes | 10 | 63.5 | 69.2 | 75.0 | 73.2 | 10 | 63.5 | 71.1 | 76.8 | 74.7 |
| OU/EDI - no | 25 | 57.0 | 80.0 | 150.0 | 147.6 | 25 | 62.0 | 98.0 | 170.0 | 162.6 |
| any | 13 | 150.0 | 150.0 | 150.0 | 224.2 | 13 | 170.0 | 170.0 | 170.0 | 242.8 |
| none | 15 | 56.0 | 60.0 | 66.1 | 63.6 | 15 | 58.5 | 63.0 | 71.1 | 67.7 |
| **Nature of Organization** | | | | | | | | | | |
| public | 14 | 56.3 | 61.0 | 65.8 | 91.8 | 14 | 56.3 | 61.0 | 66.7 | 101.4 |
| private | 2 | * | * | * | * | 2 | * | * | * | * |
| non-profit | 17 | 75.0 | 150.0 | 150.0 | 163.7 | 17 | 80.0 | 170.0 | 170.0 | 177.0 |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

Table 179. Compensation Results By Region and Position (USD 000)

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 3 | * | * | * | * | 3 | * | * | * | * |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$1 - $2.49 million** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$500,000 - $999,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$250,000 - $499,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **less than $250,000** | 2 | * | * | * | * | 2 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 0 | * | * | * | * | 0 | * | * | * | * |
| **250,000 - 999,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **100,000 - 249,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **50,000 - 99,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **less than 50,000** | 2 | * | * | * | * | 2 | * | * | * | * |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 1 | * | * | * | * | 1 | * | * | * | * |
| **bachelor's degree** | 2 | * | * | * | * | 2 | * | * | * | * |
| **associate's degree or high school diploma** | 0 | * | * | * | * | 0 | * | * | * | * |

Table 180. Compensation Results By Region and Position (USD 000)

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Southwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 3 | * | * | * | * | 3 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 3 | * | * | * | * | 3 | * | * | * | * |
| EDFP - Economic Development Finance Professional - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 3 | * | * | * | * | 3 | * | * | * | * |
| OU/EDI - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| OU/EDI - no | 3 | * | * | * | * | 3 | * | * | * | * |
| any | 0 | * | * | * | * | 0 | * | * | * | * |
| none | 2 | * | * | * | * | 2 | * | * | * | * |
| **Nature of Organization** | | | | | | | | | | |
| public | 0 | * | * | * | * | 0 | * | * | * | * |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 2 | * | * | * | * | 2 | * | * | * | * |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 1 | * | * | * | * | 1 | * | * | * | * |

Table 181. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Midwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 264 | 65.0 | 83.1 | 107.7 | 98.5 | 264 | 65.9 | 85.0 | 115.1 | 109.1 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 51 | 72.0 | 92.6 | 126.0 | 139.0 | 51 | 76.0 | 92.7 | 149.0 | 163.1 |
| **$1 - $2.49 million** | 33 | 75.0 | 97.4 | 133.0 | 110.4 | 33 | 81.0 | 107.0 | 155.0 | 130.0 |
| **$500,000 - $999,999** | 52 | 60.0 | 79.5 | 106.3 | 96.0 | 52 | 62.8 | 79.5 | 117.8 | 101.7 |
| **$250,000 - $499,999** | 49 | 65.0 | 82.0 | 100.0 | 82.4 | 49 | 67.0 | 85.0 | 106.0 | 91.6 |
| **less than $250,000** | 79 | 64.5 | 79.0 | 93.5 | 79.0 | 79 | 64.8 | 80.0 | 93.5 | 81.1 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 40 | 80.0 | 92.4 | 120.5 | 121.5 | 40 | 81.5 | 113.5 | 142.0 | 135.2 |
| **250,000 - 999,999** | 48 | 62.9 | 82.6 | 105.5 | 92.7 | 48 | 64.5 | 83.4 | 112.3 | 103.1 |
| **100,000 - 249,999** | 37 | 60.0 | 80.0 | 100.0 | 92.0 | 37 | 65.0 | 85.0 | 105.0 | 101.4 |
| **50,000 - 99,999** | 42 | 55.8 | 80.0 | 113.3 | 87.9 | 42 | 59.5 | 84.8 | 114.9 | 92.5 |
| **less than 50,000** | 97 | 70.0 | 80.0 | 99.6 | 98.9 | 97 | 70.0 | 80.0 | 105.0 | 111.4 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 134 | 70.4 | 89.3 | 111.5 | 106.6 | 134 | 73.5 | 90.8 | 119.6 | 118.9 |
| **bachelor's degree** | 99 | 65.0 | 82.0 | 104.0 | 93.0 | 99 | 67.2 | 85.0 | 116.1 | 104.2 |
| **associate's degree or high school diploma** | 23 | 44.5 | 60.0 | 72.5 | 57.3 | 23 | 47.5 | 60.0 | 73.0 | 58.6 |

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Midwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| **AICP - American Institute of Certified Planners - yes** | 20 | 75.0 | 91.3 | 109.8 | 138.0 | 20 | 75.0 | 91.3 | 114.6 | 165.2 |
| **AICP - American Institute of Certified Planners - no** | 244 | 65.0 | 81.5 | 105.2 | 95.3 | 244 | 65.6 | 85.0 | 115.6 | 104.5 |
| **CEcD, EcD, CED - Certified Economic Developer - yes** | 39 | 88.0 | 109.0 | 129.3 | 137.4 | 39 | 92.0 | 120.0 | 157.3 | 166.5 |
| **CEcD, EcD, CED - Certified Economic Developer - no** | 225 | 62.4 | 80.0 | 100.0 | 91.8 | 225 | 65.0 | 81.0 | 105.0 | 99.1 |
| **EDFP - Economic Development Finance Professional - yes** | 47 | 81.0 | 104.0 | 122.5 | 127.7 | 47 | 86.0 | 114.8 | 141.1 | 156.0 |
| **EDFP - Economic Development Finance Professional - no** | 217 | 63.0 | 80.0 | 100.0 | 92.2 | 217 | 65.0 | 81.0 | 105.0 | 98.9 |
| **OU/EDI - yes** | 51 | 73.0 | 98.0 | 121.0 | 106.4 | 51 | 78.8 | 114.8 | 140.1 | 122.2 |
| **OU/EDI - no** | 213 | 63.0 | 80.0 | 101.0 | 96.6 | 213 | 65.0 | 83.0 | 105.0 | 105.9 |
| **any** | 107 | 75.0 | 92.6 | 116.0 | 117.0 | 107 | 77.1 | 93.0 | 133.0 | 135.6 |
| **none** | 118 | 62.1 | 79.5 | 96.9 | 85.5 | 118 | 64.0 | 80.0 | 102.3 | 90.2 |
| **Nature of Organization** | | | | | | | | | | |
| **public** | 98 | 72.0 | 82.1 | 105.0 | 93.2 | 98 | 73.0 | 87.1 | 105.8 | 97.2 |
| **private** | 13 | 60.0 | 85.0 | 100.0 | 77.3 | 13 | 62.0 | 105.0 | 120.0 | 94.2 |
| **non-profit** | 111 | 60.0 | 84.0 | 108.8 | 97.5 | 111 | 63.0 | 84.0 | 125.0 | 109.4 |
| **public-private partnership** | 22 | 73.1 | 95.2 | 147.0 | 157.1 | 22 | 78.1 | 95.2 | 162.0 | 191.9 |
| **educational institution** | 5 | 68.0 | 80.0 | 80.0 | 80.8 | 5 | 68.0 | 81.5 | 82.0 | 88.7 |

Table 183. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Midwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 91 | 80.0 | 99.6 | 130.3 | 117.7 | 91 | 83.1 | 105.0 | 146.3 | 132.8 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 10 | 120.8 | 174.9 | 204.5 | 189.5 | 10 | 148.0 | 199.2 | 228.5 | 221.3 |
| **$1 - $2.49 million** | 11 | 127.5 | 161.0 | 190.5 | 160.0 | 11 | 139.0 | 178.0 | 254.5 | 194.7 |
| **$500,000 - $999,999** | 17 | 85.0 | 115.0 | 147.0 | 140.7 | 17 | 85.0 | 119.0 | 151.0 | 151.1 |
| **$250,000 - $499,999** | 25 | 82.0 | 91.0 | 101.0 | 93.5 | 25 | 85.0 | 95.0 | 114.8 | 108.8 |
| **less than $250,000** | 28 | 69.8 | 81.5 | 99.2 | 83.2 | 28 | 69.8 | 83.9 | 99.4 | 87.3 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 8 | 109.3 | 152.4 | 254.5 | 225.4 | 8 | 133.8 | 186.1 | 291.8 | 256.4 |
| **250,000 - 999,999** | 12 | 95.8 | 127.5 | 164.3 | 141.7 | 12 | 99.6 | 138.0 | 199.3 | 166.3 |
| **100,000 - 249,999** | 15 | 88.0 | 105.0 | 185.0 | 130.5 | 15 | 91.5 | 120.0 | 198.5 | 151.5 |
| **50,000 - 99,999** | 15 | 87.5 | 105.0 | 130.1 | 109.0 | 15 | 87.5 | 105.0 | 142.6 | 118.7 |
| **less than 50,000** | 41 | 72.0 | 85.0 | 105.0 | 88.2 | 41 | 74.0 | 85.8 | 114.8 | 97.3 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 45 | 85.0 | 105.0 | 128.0 | 115.4 | 45 | 85.0 | 115.0 | 143.0 | 130.5 |
| **bachelor's degree** | 38 | 80.5 | 92.5 | 138.8 | 113.3 | 38 | 83.6 | 100.0 | 158.5 | 131.6 |
| **associate's degree or high school diploma** | 4 | * | * | * | * | 4 | * | * | * | * |

Table 184. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Midwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 91 | 80.0 | 99.6 | 130.3 | 117.7 | 91 | 83.1 | 105.0 | 146.3 | 132.8 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 21 | 92.0 | 115.0 | 150.0 | 131.6 | 21 | 114.8 | 138.0 | 197.0 | 158.6 |
| CEcD, EcD, CED - Certified Economic Developer - no | 70 | 78.3 | 92.5 | 118.8 | 113.6 | 70 | 80.0 | 94.0 | 140.1 | 125.1 |
| EDFP - Economic Development Finance Professional - yes | 21 | 91.0 | 105.0 | 132.1 | 122.2 | 21 | 92.0 | 119.0 | 194.0 | 151.6 |
| EDFP - Economic Development Finance Professional - no | 70 | 79.3 | 96.3 | 128.4 | 116.4 | 70 | 80.5 | 100.5 | 144.1 | 127.2 |
| OU/EDI - yes | 27 | 82.5 | 110.0 | 139.6 | 122.5 | 27 | 92.0 | 125.0 | 162.0 | 142.6 |
| OU/EDI - no | 64 | 79.8 | 94.0 | 124.4 | 115.7 | 64 | 82.8 | 97.0 | 141.1 | 128.7 |
| any | 48 | 82.5 | 102.5 | 129.4 | 118.4 | 48 | 85.4 | 116.2 | 152.9 | 139.3 |
| none | 33 | 80.0 | 90.0 | 143.0 | 109.4 | 33 | 83.2 | 95.0 | 148.0 | 119.3 |
| **Nature of Organization** | | | | | | | | | | |
| public | 25 | 78.0 | 101.0 | 115.0 | 117.1 | 25 | 78.0 | 101.0 | 125.0 | 128.2 |
| private | 2 | * | * | * | * | 2 | * | * | * | * |
| non-profit | 46 | 80.5 | 98.2 | 133.4 | 115.3 | 46 | 83.4 | 101.8 | 149.4 | 131.1 |
| public-private partnership | 15 | 86.5 | 123.0 | 155.9 | 133.7 | 15 | 91.1 | 137.2 | 170.1 | 151.0 |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

Table 185. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Midwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 29 | 80.0 | 94.0 | 115.0 | 97.0 | 29 | 80.0 | 95.0 | 125.0 | 105.6 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 4 | * | * | * | * | 4 | * | * | * | * |
| **$1 - $2.49 million** | 11 | 90.0 | 92.5 | 101.2 | 94.1 | 11 | 91.0 | 95.7 | 107.9 | 108.8 |
| **$500,000 - $999,999** | 6 | 66.9 | 80.0 | 90.5 | 85.1 | 6 | 68.0 | 82.5 | 91.8 | 86.4 |
| **$250,000 - $499,999** | 5 | 60.0 | 76.0 | 106.0 | 79.8 | 5 | 65.0 | 76.0 | 106.0 | 90.2 |
| **less than $250,000** | 3 | * | * | * | * | 3 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 8 | 101.8 | 117.0 | 131.5 | 121.6 | 8 | 103.3 | 128.5 | 151.0 | 129.3 |
| **250,000 - 999,999** | 10 | 85.5 | 94.1 | 110.6 | 95.7 | 10 | 86.1 | 97.1 | 127.3 | 111.7 |
| **100,000 - 249,999** | 5 | 62.5 | 80.0 | 94.0 | 83.3 | 5 | 65.0 | 80.0 | 94.0 | 85.6 |
| **50,000 - 99,999** | 3 | * | * | * | * | 3 | * | * | * | * |
| **less than 50,000** | 3 | * | * | * | * | 3 | * | * | * | * |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 13 | 84.0 | 95.7 | 112.0 | 101.1 | 13 | 84.0 | 95.7 | 122.0 | 105.4 |
| **bachelor's degree** | 14 | 80.0 | 92.0 | 118.8 | 97.2 | 14 | 81.3 | 96.3 | 132.5 | 110.2 |
| **associate's degree or high school diploma** | 2 | * | * | * | * | 2 | * | * | * | * |

Table 186. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Midwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 29 | 80.0 | 94.0 | 115.0 | 97.0 | 29 | 80.0 | 95.0 | 125.0 | 105.6 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 2 | * | * | * | * | 2 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 27 | 80.0 | 94.0 | 113.5 | 96.7 | 27 | 82.0 | 95.0 | 129.3 | 106.0 |
| EDFP - Economic Development Finance Professional - yes | 5 | 92.5 | 115.0 | 122.0 | 118.3 | 5 | 92.5 | 122.0 | 180.0 | 145.1 |
| EDFP - Economic Development Finance Professional - no | 24 | 79.0 | 92.0 | 107.5 | 92.6 | 24 | 79.0 | 94.5 | 112.9 | 97.4 |
| OU/EDI - yes | 5 | 92.5 | 115.0 | 120.0 | 105.9 | 5 | 92.5 | 122.0 | 125.0 | 131.7 |
| OU/EDI - no | 24 | 79.0 | 93.0 | 107.5 | 95.2 | 24 | 79.0 | 94.5 | 115.0 | 100.2 |
| any | 9 | 80.0 | 92.0 | 115.0 | 95.2 | 9 | 80.0 | 92.0 | 122.0 | 112.4 |
| none | 18 | 81.0 | 94.8 | 118.0 | 97.6 | 18 | 81.0 | 97.1 | 131.4 | 102.8 |
| **Nature of Organization** | | | | | | | | | | |
| public | 10 | 77.0 | 92.3 | 103.3 | 94.0 | 10 | 77.0 | 92.3 | 103.3 | 94.0 |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 14 | 85.5 | 96.5 | 118.8 | 99.2 | 14 | 85.5 | 102.8 | 134.6 | 113.7 |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 1 | 112.0 | 112.0 | 112.0 | 112.0 | 1 | 148.0 | 148.0 | 148.0 | 148.0 |

Table 187. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Midwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 46 | 60.8 | 82.0 | 104.5 | 83.8 | 46 | 63.3 | 87.8 | 111.0 | 88.7 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 9 | 40.0 | 91.0 | 110.0 | 79.0 | 9 | 40.0 | 91.0 | 116.0 | 83.8 |
| **$1 - $2.49 million** | 5 | 63.0 | 75.0 | 97.6 | 80.9 | 5 | 63.0 | 97.6 | 115.0 | 97.9 |
| **$500,000 - $999,999** | 8 | 57.3 | 81.5 | 103.5 | 91.8 | 8 | 61.8 | 83.5 | 152.3 | 102.5 |
| **$250,000 - $499,999** | 6 | 62.5 | 72.0 | 99.5 | 81.3 | 6 | 62.5 | 72.0 | 99.5 | 81.7 |
| **less than $250,000** | 18 | 70.5 | 87.8 | 101.8 | 84.3 | 18 | 70.5 | 87.8 | 101.8 | 84.8 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 6 | 81.0 | 92.0 | 107.5 | 92.3 | 6 | 89.5 | 114.0 | 122.8 | 109.0 |
| **250,000 - 999,999** | 5 | 63.0 | 79.0 | 91.0 | 80.6 | 5 | 63.0 | 79.0 | 91.0 | 81.6 |
| **100,000 - 249,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **50,000 - 99,999** | 11 | 54.5 | 92.0 | 105.5 | 83.4 | 11 | 57.0 | 92.0 | 108.7 | 86.1 |
| **less than 50,000** | 22 | 70.0 | 77.5 | 103.3 | 83.8 | 22 | 70.0 | 83.9 | 107.3 | 87.9 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 22 | 68.5 | 98.8 | 113.8 | 92.7 | 22 | 70.8 | 101.3 | 115.8 | 94.7 |
| **bachelor's degree** | 16 | 73.5 | 82.0 | 93.5 | 83.8 | 16 | 73.5 | 89.0 | 105.9 | 94.8 |
| **associate's degree or high school diploma** | 5 | 50.0 | 53.5 | 60.0 | 52.7 | 5 | 50.0 | 53.5 | 60.0 | 52.7 |

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Midwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 10 | 65.0 | 105.5 | 108.0 | 94.3 | 10 | 65.0 | 105.5 | 112.9 | 95.9 |
| AICP - American Institute of Certified Planners - no | 36 | 61.8 | 79.5 | 97.7 | 80.9 | 36 | 63.8 | 84.9 | 106.8 | 86.7 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 5 | 92.0 | 100.0 | 120.0 | 102.0 | 5 | 92.0 | 116.0 | 125.0 | 107.2 |
| CEcD, EcD, CED - Certified Economic Developer - no | 41 | 58.0 | 80.0 | 103.0 | 81.6 | 41 | 60.0 | 82.0 | 108.0 | 86.5 |
| EDFP - Economic Development Finance Professional - yes | 9 | 100.0 | 108.0 | 116.0 | 97.4 | 9 | 103.0 | 114.5 | 116.0 | 101.3 |
| EDFP - Economic Development Finance Professional - no | 37 | 58.0 | 79.0 | 92.0 | 80.5 | 37 | 63.0 | 80.0 | 98.0 | 85.6 |
| OU/EDI - yes | 7 | 69.5 | 98.0 | 107.5 | 87.6 | 7 | 76.5 | 115.0 | 123.5 | 100.6 |
| OU/EDI - no | 39 | 61.5 | 80.0 | 104.0 | 83.1 | 39 | 63.6 | 82.0 | 106.5 | 86.6 |
| any | 20 | 58.8 | 101.5 | 111.5 | 90.2 | 20 | 58.8 | 105.5 | 116.0 | 92.5 |
| none | 16 | 68.3 | 79.5 | 90.3 | 81.4 | 16 | 68.5 | 84.9 | 92.6 | 86.9 |
| **Nature of Organization** | | | | | | | | | | |
| public | 30 | 70.0 | 88.9 | 107.3 | 89.4 | 30 | 70.5 | 90.5 | 108.0 | 93.0 |
| private | 2 | * | * | * | * | 2 | * | * | * | * |
| non-profit | 11 | 52.0 | 60.0 | 99.0 | 74.2 | 11 | 52.5 | 60.0 | 118.5 | 83.2 |
| public-private partnership | 1 | * | * | * | * | 1 | * | * | * | * |
| educational institution | 2 | * | * | * | * | 2 | * | * | * | * |

Table 189. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Midwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 47 | 58.5 | 73.0 | 79.5 | 105.7 | 47 | 58.5 | 74.0 | 80.0 | 122.0 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 15 | 60.0 | 78.0 | 86.3 | 180.6 | 15 | 62.0 | 78.0 | 86.3 | 228.3 |
| **$1 - $2.49 million** | 4 | * | * | * | * | 4 | * | * | * | * |
| **$500,000 - $999,999** | 9 | 60.0 | 70.0 | 75.0 | 66.0 | 9 | 60.0 | 73.0 | 75.0 | 67.2 |
| **$250,000 - $499,999** | 8 | 49.8 | 68.5 | 73.8 | 63.6 | 8 | 49.8 | 69.1 | 74.9 | 64.0 |
| **less than $250,000** | 11 | 56.0 | 77.5 | 79.5 | 76.0 | 11 | 56.0 | 77.5 | 79.5 | 78.7 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 10 | 68.0 | 78.0 | 80.0 | 78.0 | 10 | 68.0 | 79.0 | 80.0 | 79.2 |
| **250,000 - 999,999** | 11 | 46.6 | 60.0 | 74.0 | 62.7 | 11 | 49.8 | 63.0 | 76.5 | 64.6 |
| **100,000 - 249,999** | 6 | 60.0 | 62.5 | 71.0 | 65.0 | 6 | 61.9 | 65.0 | 72.1 | 67.6 |
| **50,000 - 99,999** | 7 | 56.0 | 75.0 | 76.0 | 65.4 | 7 | 56.5 | 75.0 | 76.0 | 65.6 |
| **less than 50,000** | 13 | 70.0 | 77.5 | 90.0 | 203.7 | 13 | 70.0 | 77.5 | 90.0 | 259.2 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 25 | 60.0 | 78.0 | 88.4 | 139.8 | 25 | 60.8 | 78.0 | 88.4 | 169.3 |
| **bachelor's degree** | 16 | 60.0 | 70.0 | 76.4 | 70.2 | 16 | 62.5 | 71.5 | 76.4 | 71.6 |
| **associate's degree or high school diploma** | 5 | 50.0 | 51.0 | 73.0 | 58.8 | 5 | 52.5 | 54.0 | 74.5 | 61.2 |

Table 190. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Midwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 3 | * | * | * | * | 3 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 44 | 56.5 | 72.5 | 78.3 | 85.4 | 44 | 56.5 | 73.6 | 79.3 | 90.9 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 6 | 75.0 | 91.3 | 135.6 | 239.8 | 6 | 75.0 | 91.3 | 150.6 | 326.4 |
| CEcD, EcD, CED - Certified Economic Developer - no | 41 | 57.0 | 72.0 | 78.0 | 86.0 | 41 | 57.0 | 73.2 | 78.6 | 92.1 |
| EDFP - Economic Development Finance Professional - yes | 7 | 70.0 | 81.0 | 119.2 | 215.6 | 7 | 71.5 | 86.5 | 129.2 | 291.5 |
| EDFP - Economic Development Finance Professional - no | 40 | 56.5 | 71.0 | 78.0 | 86.4 | 40 | 56.5 | 73.1 | 78.2 | 92.4 |
| OU/EDI - yes | 8 | 58.8 | 66.0 | 74.8 | 71.6 | 8 | 59.4 | 67.1 | 75.9 | 73.7 |
| OU/EDI - no | 39 | 58.5 | 74.0 | 79.5 | 112.6 | 39 | 58.5 | 75.0 | 80.0 | 132.0 |
| any | 17 | 60.0 | 80.0 | 92.6 | 173.2 | 17 | 65.0 | 80.0 | 92.6 | 217.3 |
| none | 22 | 60.0 | 72.5 | 78.0 | 69.9 | 22 | 60.8 | 73.1 | 78.0 | 70.5 |
| **Nature of Organization** | | | | | | | | | | |
| public | 23 | 71.0 | 77.5 | 80.0 | 74.0 | 23 | 71.5 | 77.5 | 80.0 | 74.6 |
| private | 1 | * | * | * | * | 1 | * | * | * | * |
| non-profit | 17 | 40.0 | 60.0 | 73.0 | 107.3 | 17 | 45.0 | 63.0 | 75.0 | 121.6 |
| public-private partnership | 4 | * | * | * | * | 4 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Midwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 7 | 38.0 | 41.0 | 60.0 | 51.2 | 7 | 38.6 | 41.0 | 61.0 | 51.6 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$1 - $2.49 million** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$500,000 - $999,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **$250,000 - $499,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **less than $250,000** | 3 | * | * | * | * | 3 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 0 | * | * | * | * | 0 | * | * | * | * |
| **250,000 - 999,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **100,000 - 249,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **50,000 - 99,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **less than 50,000** | 3 | * | * | * | * | 3 | * | * | * | * |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 2 | * | * | * | * | 2 | * | * | * | * |
| **bachelor's degree** | 3 | * | * | * | * | 3 | * | * | * | * |
| **associate's degree or high school diploma** | 2 | * | * | * | * | 2 | * | * | * | * |

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Midwest | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 7 | 38.0 | 41.0 | 60.0 | 51.2 | 7 | 38.6 | 41.0 | 61.0 | 51.6 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 7 | 38.0 | 41.0 | 60.0 | 51.2 | 7 | 38.6 | 41.0 | 61.0 | 51.6 |
| EDFP - Economic Development Finance Professional - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 7 | 38.0 | 41.0 | 60.0 | 51.2 | 7 | 38.6 | 41.0 | 61.0 | 51.6 |
| OU/EDI - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| OU/EDI - no | 7 | 38.0 | 41.0 | 60.0 | 51.2 | 7 | 38.6 | 41.0 | 61.0 | 51.6 |
| any | 0 | * | * | * | * | 0 | * | * | * | * |
| none | 6 | 38.8 | 43.0 | 67.5 | 53.5 | 6 | 39.7 | 43.0 | 69.0 | 54.0 |
| **Nature of Organization** | | | | | | | | | | |
| public | 0 | * | * | * | * | 0 | * | * | * | * |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 7 | 38.0 | 41.0 | 60.0 | 51.2 | 7 | 38.6 | 41.0 | 61.0 | 51.6 |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

Table 193. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Central | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 226 | 62.6 | 81.5 | 119.5 | 95.4 | 226 | 64.5 | 84.5 | 127.5 | 103.3 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 31 | 65.6 | 82.0 | 125.0 | 105.2 | 31 | 68.6 | 84.0 | 131.3 | 117.7 |
| **$1 - $2.49 million** | 32 | 70.0 | 121.4 | 150.5 | 119.5 | 32 | 83.0 | 126.9 | 155.8 | 130.5 |
| **$500,000 - $999,999** | 40 | 69.0 | 95.7 | 130.6 | 101.3 | 40 | 74.9 | 107.5 | 136.3 | 108.2 |
| **$250,000 - $499,999** | 39 | 68.5 | 86.5 | 110.5 | 104.4 | 39 | 71.8 | 100.0 | 129.0 | 119.9 |
| **less than $250,000** | 84 | 55.8 | 70.0 | 85.3 | 75.5 | 84 | 56.9 | 71.5 | 92.5 | 77.5 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 22 | 66.7 | 81.5 | 122.5 | 102.2 | 22 | 69.0 | 87.9 | 131.8 | 112.1 |
| **250,000 - 999,999** | 27 | 67.5 | 110.0 | 142.5 | 111.8 | 27 | 72.1 | 110.0 | 142.5 | 122.9 |
| **100,000 - 249,999** | 29 | 66.0 | 94.0 | 140.0 | 114.4 | 29 | 80.0 | 105.0 | 140.0 | 130.2 |
| **50,000 - 99,999** | 31 | 66.2 | 84.5 | 104.0 | 91.9 | 31 | 72.1 | 84.5 | 107.8 | 94.4 |
| **less than 50,000** | 117 | 58.3 | 76.0 | 100.8 | 86.5 | 117 | 58.5 | 79.0 | 110.0 | 92.8 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 90 | 63.0 | 95.1 | 125.0 | 101.9 | 90 | 68.3 | 97.1 | 134.4 | 111.0 |
| **bachelor's degree** | 104 | 65.0 | 80.0 | 105.3 | 91.4 | 104 | 65.0 | 84.0 | 112.3 | 99.5 |
| **associate's degree or high school diploma** | 28 | 55.0 | 61.5 | 75.3 | 88.5 | 28 | 55.8 | 63.8 | 80.3 | 92.9 |

**Table 194.** **Compensation Results By Region and Position (USD 000)**

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Central | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| **AICP - American Institute of Certified Planners - yes** | 12 | 100.8 | 122.5 | 150.0 | 133.1 | 12 | 100.8 | 125.0 | 170.0 | 139.3 |
| **AICP - American Institute of Certified Planners - no** | 214 | 62.5 | 80.0 | 113.1 | 93.3 | 214 | 64.0 | 83.7 | 122.9 | 101.3 |
| **CEcD, EcD, CED - Certified Economic Developer - yes** | 51 | 86.0 | 115.0 | 138.5 | 116.0 | 51 | 90.0 | 123.0 | 148.5 | 126.7 |
| **CEcD, EcD, CED - Certified Economic Developer - no** | 175 | 60.0 | 75.0 | 101.0 | 89.4 | 175 | 60.9 | 80.0 | 109.0 | 96.5 |
| **EDFP - Economic Development Finance Professional - yes** | 27 | 70.0 | 105.0 | 133.5 | 110.1 | 27 | 76.8 | 110.3 | 139.3 | 116.7 |
| **EDFP - Economic Development Finance Professional - no** | 199 | 61.9 | 80.0 | 112.0 | 93.4 | 199 | 63.7 | 84.0 | 123.3 | 101.5 |
| **OU/EDI - yes** | 73 | 75.0 | 95.0 | 125.0 | 103.4 | 73 | 80.0 | 100.0 | 135.0 | 111.7 |
| **OU/EDI - no** | 153 | 58.5 | 75.0 | 107.0 | 91.6 | 153 | 61.8 | 79.0 | 110.0 | 99.3 |
| **any** | 90 | 76.8 | 102.4 | 132.3 | 109.1 | 90 | 80.0 | 105.5 | 140.0 | 117.8 |
| **none** | 105 | 56.0 | 70.0 | 91.4 | 79.9 | 105 | 57.5 | 72.5 | 96.0 | 88.0 |
| **Nature of Organization** | | | | | | | | | | |
| **public** | 86 | 62.6 | 80.0 | 105.8 | 87.0 | 86 | 64.5 | 82.3 | 110.0 | 92.2 |
| **private** | 18 | 77.5 | 99.5 | 122.5 | 99.4 | 18 | 83.4 | 106.5 | 131.5 | 107.3 |
| **non-profit** | 87 | 62.5 | 80.0 | 117.5 | 103.8 | 87 | 63.9 | 85.0 | 135.0 | 115.2 |
| **public-private partnership** | 22 | 65.3 | 80.0 | 119.5 | 91.5 | 22 | 67.1 | 83.0 | 128.0 | 97.7 |
| **educational institution** | 4 | * | * | * | * | 4 | * | * | * | * |

Table 195. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Central | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 102 | 62.6 | 83.7 | 125.0 | 99.6 | 102 | 65.5 | 85.0 | 135.0 | 109.9 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 6 | 113.0 | 166.0 | 213.0 | 168.5 | 6 | 122.0 | 226.5 | 306.3 | 221.3 |
| **$1 - $2.49 million** | 13 | 94.0 | 152.0 | 175.0 | 152.2 | 13 | 98.0 | 152.0 | 200.0 | 170.0 |
| **$500,000 - $999,999** | 14 | 117.5 | 131.2 | 142.3 | 125.3 | 14 | 130.6 | 142.5 | 160.7 | 137.0 |
| **$250,000 - $499,999** | 21 | 81.0 | 100.0 | 107.0 | 99.0 | 21 | 93.0 | 101.0 | 120.0 | 111.5 |
| **less than $250,000** | 48 | 55.0 | 61.0 | 76.0 | 69.5 | 48 | 55.0 | 64.0 | 79.5 | 71.2 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 4 | * | * | * | * | 4 | * | * | * | * |
| **250,000 - 999,999** | 6 | 146.0 | 164.5 | 167.3 | 156.2 | 6 | 147.4 | 184.7 | 200.0 | 193.6 |
| **100,000 - 249,999** | 8 | 128.5 | 165.5 | 233.5 | 176.0 | 8 | 129.5 | 181.3 | 264.8 | 202.3 |
| **50,000 - 99,999** | 12 | 84.4 | 102.5 | 138.4 | 111.3 | 12 | 84.4 | 105.8 | 146.5 | 115.3 |
| **less than 50,000** | 72 | 58.1 | 71.0 | 98.5 | 80.6 | 72 | 58.5 | 75.0 | 100.2 | 86.8 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 38 | 65.6 | 99.0 | 140.9 | 106.4 | 38 | 74.4 | 100.0 | 164.2 | 119.1 |
| **bachelor's degree** | 48 | 69.5 | 80.5 | 122.0 | 103.2 | 48 | 69.5 | 93.8 | 135.8 | 114.5 |
| **associate's degree or high school diploma** | 15 | 55.5 | 58.3 | 72.5 | 70.2 | 15 | 56.3 | 61.8 | 73.5 | 72.2 |

Table 196. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Central | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 101 | 62.5 | 83.4 | 125.0 | 99.0 | 101 | 65.0 | 85.0 | 135.0 | 109.2 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 24 | 94.5 | 112.6 | 135.5 | 123.8 | 24 | 99.8 | 123.5 | 148.8 | 134.2 |
| CEcD, EcD, CED - Certified Economic Developer - no | 78 | 58.9 | 75.0 | 113.0 | 92.1 | 78 | 60.0 | 78.3 | 128.3 | 102.5 |
| EDFP - Economic Development Finance Professional - yes | 10 | 80.5 | 94.8 | 128.8 | 103.5 | 10 | 82.6 | 102.9 | 131.0 | 109.0 |
| EDFP - Economic Development Finance Professional - no | 92 | 61.5 | 82.2 | 125.0 | 99.2 | 92 | 63.8 | 84.5 | 135.8 | 110.1 |
| OU/EDI - yes | 40 | 78.8 | 100.0 | 130.6 | 109.2 | 40 | 81.5 | 100.5 | 135.0 | 116.4 |
| OU/EDI - no | 62 | 58.4 | 75.0 | 106.5 | 93.4 | 62 | 58.9 | 78.3 | 133.5 | 105.7 |
| any | 36 | 81.8 | 107.6 | 140.3 | 120.4 | 36 | 88.6 | 117.0 | 148.8 | 131.2 |
| none | 55 | 56.5 | 71.0 | 99.0 | 87.3 | 55 | 56.8 | 75.0 | 110.5 | 98.8 |
| **Nature of Organization** | | | | | | | | | | |
| public | 26 | 55.5 | 68.5 | 93.3 | 81.9 | 26 | 55.5 | 71.3 | 93.3 | 84.9 |
| private | 1 | * | * | * | * | 1 | * | * | * | * |
| non-profit | 55 | 69.0 | 90.0 | 125.0 | 105.3 | 55 | 70.5 | 95.6 | 145.5 | 119.6 |
| public-private partnership | 13 | 80.0 | 105.0 | 125.0 | 107.6 | 13 | 82.0 | 115.0 | 134.6 | 116.6 |
| educational institution | 1 | * | * | * | * | 1 | * | * | * | * |

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Central | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 16 | 76.5 | 111.0 | 136.3 | 137.9 | 16 | 80.9 | 122.2 | 146.0 | 146.6 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 4 | * | * | * | * | 4 | * | * | * | * |
| **$1 - $2.49 million** | 2 | * | * | * | * | 2 | * | * | * | * |
| **$500,000 - $999,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **$250,000 - $499,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **less than $250,000** | 2 | * | * | * | * | 2 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 0 | * | * | * | * | 0 | * | * | * | * |
| **250,000 - 999,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **100,000 - 249,999** | 5 | 65.0 | 66.0 | 130.0 | 91.7 | 5 | 66.0 | 68.7 | 140.0 | 95.0 |
| **50,000 - 99,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **less than 50,000** | 5 | 100.0 | 102.0 | 135.0 | 211.4 | 5 | 102.0 | 135.0 | 185.0 | 232.4 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 6 | 106.5 | 120.9 | 131.7 | 119.8 | 6 | 107.0 | 122.2 | 131.9 | 120.2 |
| **bachelor's degree** | 9 | 65.0 | 80.0 | 130.0 | 94.3 | 9 | 66.0 | 85.0 | 158.0 | 109.4 |
| **associate's degree or high school diploma** | 1 | * | * | * | * | 1 | * | * | * | * |

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Central | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 15 | 73.0 | 120.0 | 137.5 | 141.5 | 15 | 84.3 | 122.5 | 150.0 | 150.8 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 4 | * | * | * | * | 4 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 12 | 76.3 | 101.0 | 125.1 | 141.8 | 12 | 80.3 | 111.9 | 136.3 | 150.9 |
| EDFP - Economic Development Finance Professional - yes | 3 | * | * | * | * | 3 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 13 | 80.0 | 102.0 | 135.0 | 143.6 | 13 | 85.0 | 122.5 | 142.0 | 153.0 |
| OU/EDI - yes | 7 | 73.0 | 102.0 | 141.0 | 106.1 | 7 | 85.3 | 142.0 | 162.5 | 125.4 |
| OU/EDI - no | 9 | 85.0 | 120.0 | 135.0 | 162.7 | 9 | 85.0 | 121.8 | 135.0 | 163.2 |
| any | 10 | 65.3 | 92.5 | 128.0 | 99.0 | 10 | 66.7 | 92.5 | 137.0 | 102.2 |
| none | 1 | * | * | * | * | 1 | * | * | * | * |
| **Nature of Organization** | | | | | | | | | | |
| public | 8 | 83.8 | 101.0 | 120.5 | 103.0 | 8 | 96.3 | 111.9 | 131.4 | 116.6 |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 4 | * | * | * | * | 4 | * | * | * | * |
| public-private partnership | 3 | * | * | * | * | 3 | * | * | * | * |
| educational institution | 1 | * | * | * | * | 1 | * | * | * | * |

Table 199. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Central | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 38 | 71.3 | 85.5 | 116.0 | 92.4 | 38 | 76.1 | 94.1 | 125.5 | 99.9 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 2 | * | * | * | * | 2 | * | * | * | * |
| **$1 - $2.49 million** | 4 | * | * | * | * | 4 | * | * | * | * |
| **$500,000 - $999,999** | 5 | 110.0 | 121.0 | 124.0 | 110.6 | 5 | 110.0 | 124.0 | 126.0 | 112.5 |
| **$250,000 - $499,999** | 6 | 67.0 | 74.0 | 108.0 | 92.3 | 6 | 69.0 | 104.0 | 137.5 | 126.3 |
| **less than $250,000** | 21 | 75.0 | 82.7 | 103.0 | 83.4 | 21 | 76.0 | 82.7 | 103.0 | 85.2 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 3 | * | * | * | * | 3 | * | * | * | * |
| **250,000 - 999,999** | 3 | * | * | * | * | 3 | * | * | * | * |
| **100,000 - 249,999** | 3 | * | * | * | * | 3 | * | * | * | * |
| **50,000 - 99,999** | 6 | 76.3 | 80.0 | 89.8 | 82.1 | 6 | 77.4 | 80.0 | 90.5 | 82.9 |
| **less than 50,000** | 23 | 68.0 | 85.0 | 108.0 | 87.5 | 23 | 71.0 | 94.2 | 117.0 | 92.4 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 19 | 70.5 | 87.0 | 122.5 | 98.3 | 19 | 71.3 | 94.2 | 127.0 | 108.0 |
| **bachelor's degree** | 15 | 79.0 | 85.0 | 108.0 | 88.9 | 15 | 79.0 | 94.0 | 110.0 | 90.8 |
| **associate's degree or high school diploma** | 4 | * | * | * | * | 4 | * | * | * | * |

Table 200. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Central | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 5 | 106.0 | 121.0 | 124.0 | 109.2 | 5 | 106.0 | 124.0 | 126.0 | 111.1 |
| AICP - American Institute of Certified Planners - no | 33 | 70.0 | 82.7 | 110.0 | 89.9 | 33 | 76.0 | 87.0 | 110.0 | 98.2 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 8 | 71.5 | 102.5 | 142.5 | 100.9 | 8 | 72.6 | 108.5 | 148.8 | 121.1 |
| CEcD, EcD, CED - Certified Economic Developer - no | 30 | 71.3 | 83.8 | 109.0 | 90.2 | 30 | 76.9 | 94.1 | 110.0 | 94.3 |
| EDFP - Economic Development Finance Professional - yes | 3 | * | * | * | * | 3 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 35 | 72.5 | 86.0 | 114.0 | 92.6 | 35 | 76.3 | 94.2 | 125.0 | 100.6 |
| OU/EDI - yes | 11 | 75.5 | 82.0 | 119.5 | 96.3 | 11 | 78.3 | 94.0 | 129.0 | 106.7 |
| OU/EDI - no | 27 | 63.5 | 86.0 | 110.0 | 90.9 | 27 | 64.3 | 94.2 | 110.0 | 97.2 |
| any | 17 | 82.0 | 106.0 | 132.0 | 104.4 | 17 | 82.0 | 110.0 | 132.0 | 115.8 |
| none | 17 | 62.5 | 75.0 | 86.0 | 77.3 | 17 | 64.0 | 78.0 | 94.2 | 82.7 |
| **Nature of Organization** | | | | | | | | | | |
| public | 28 | 73.8 | 82.3 | 112.8 | 92.2 | 28 | 76.4 | 84.8 | 124.5 | 99.4 |
| private | 5 | 86.0 | 118.0 | 132.0 | 114.2 | 5 | 110.0 | 130.0 | 132.0 | 128.2 |
| non-profit | 3 | * | * | * | * | 3 | * | * | * | * |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 1 | * | * | * | * | 1 | * | * | * | * |

Table 201. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Central | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 32 | 64.9 | 77.0 | 101.0 | 84.5 | 32 | 64.9 | 79.9 | 105.0 | 87.8 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 7 | 61.0 | 69.0 | 83.5 | 76.5 | 7 | 61.0 | 69.0 | 85.5 | 79.0 |
| **$1 - $2.49 million** | 5 | 70.0 | 70.0 | 121.0 | 93.2 | 5 | 70.7 | 73.5 | 121.0 | 94.0 |
| **$500,000 - $999,999** | 8 | 75.0 | 84.5 | 92.9 | 84.8 | 8 | 80.3 | 87.0 | 98.6 | 88.4 |
| **$250,000 - $499,999** | 5 | 64.5 | 65.0 | 95.0 | 75.7 | 5 | 64.5 | 65.0 | 105.0 | 78.7 |
| **less than $250,000** | 7 | 62.5 | 76.0 | 127.0 | 92.1 | 7 | 62.5 | 77.5 | 137.0 | 98.1 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 8 | 66.8 | 91.0 | 111.0 | 89.8 | 8 | 66.8 | 93.2 | 112.3 | 92.5 |
| **250,000 - 999,999** | 8 | 68.8 | 73.0 | 81.8 | 82.1 | 8 | 69.3 | 75.5 | 84.8 | 83.3 |
| **100,000 - 249,999** | 5 | 84.0 | 90.5 | 95.0 | 91.1 | 5 | 84.0 | 96.5 | 105.0 | 94.3 |
| **50,000 - 99,999** | 5 | 60.0 | 66.0 | 85.0 | 72.7 | 5 | 60.0 | 74.4 | 90.0 | 76.6 |
| **less than 50,000** | 6 | 46.1 | 64.8 | 128.8 | 84.9 | 6 | 46.1 | 64.8 | 143.8 | 91.6 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 10 | 70.8 | 99.0 | 124.0 | 101.4 | 10 | 71.1 | 101.5 | 133.4 | 107.3 |
| **bachelor's degree** | 19 | 64.5 | 70.0 | 87.8 | 76.6 | 19 | 64.5 | 73.5 | 93.3 | 78.5 |
| **associate's degree or high school diploma** | * | * | * | * | 73.8 | 2 | * | * | * | * |

Table 202. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Central | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 4 | * | * | * | * | 4 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 28 | 64.4 | 70.0 | 91.6 | 78.5 | 28 | 64.4 | 74.0 | 98.4 | 80.9 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 10 | 78.3 | 107.0 | 140.0 | 108.0 | 10 | 80.6 | 107.0 | 143.1 | 113.9 |
| CEcD, EcD, CED - Certified Economic Developer - no | 22 | 61.0 | 67.5 | 86.3 | 73.8 | 22 | 61.0 | 71.3 | 86.3 | 76.0 |
| EDFP - Economic Development Finance Professional - yes | 5 | 70.0 | 125.0 | 150.0 | 113.0 | 5 | 73.5 | 137.5 | 170.0 | 124.3 |
| EDFP - Economic Development Finance Professional - no | 27 | 64.3 | 76.0 | 92.8 | 79.2 | 27 | 64.3 | 77.5 | 100.3 | 81.1 |
| OU/EDI - yes | 9 | 65.0 | 80.0 | 95.0 | 86.3 | 9 | 65.0 | 84.0 | 104.0 | 88.9 |
| OU/EDI - no | 23 | 64.3 | 70.0 | 105.0 | 83.8 | 23 | 64.3 | 74.4 | 107.5 | 87.4 |
| any | 13 | 76.0 | 104.0 | 125.0 | 104.2 | 13 | 77.5 | 104.0 | 137.5 | 109.1 |
| none | 14 | 61.0 | 67.5 | 87.9 | 73.7 | 14 | 61.0 | 71.7 | 93.4 | 76.8 |
| **Nature of Organization** | | | | | | | | | | |
| public | 11 | 62.0 | 65.0 | 80.0 | 74.4 | 11 | 62.0 | 65.0 | 80.8 | 75.8 |
| private | 6 | 76.3 | 99.5 | 111.5 | 99.7 | 6 | 81.1 | 104.5 | 115.5 | 102.9 |
| non-profit | 11 | 67.0 | 85.0 | 107.8 | 89.0 | 11 | 67.0 | 87.0 | 117.0 | 95.2 |
| public-private partnership | 3 | * | * | * | * | 3 | * | * | * | * |
| educational institution | 1 | * | * | * | * | 1 | * | * | * | * |

Table 203. Compensation Results By Region and Position (USD 000)

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Central | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 2 | * | * | * | * | 2 | * | * | * | * |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$1 - $2.49 million** | 1 | * | * | * | * | 1 | * | * | * | * |
| **$500,000 - $999,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$250,000 - $499,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **less than $250,000** | 1 | * | * | * | * | 1 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 0 | * | * | * | * | 0 | * | * | * | * |
| **250,000 - 999,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **100,000 - 249,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **50,000 - 99,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **less than 50,000** | 0 | * | * | * | * | 0 | * | * | * | * |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 0 | * | * | * | * | 0 | * | * | * | * |
| **bachelor's degree** | 0 | * | * | * | * | 0 | * | * | * | * |
| **associate's degree or high school diploma** | 2 | * | * | * | * | 2 | * | * | * | * |

Table 204. Compensation Results By Region and Position (USD 000)

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Central | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 2 | * | * | * | * | 2 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 2 | * | * | * | * | 2 | * | * | * | * |
| EDFP - Economic Development Finance Professional - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 2 | * | * | * | * | 2 | * | * | * | * |
| OU/EDI - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| OU/EDI - no | 2 | * | * | * | * | 2 | * | * | * | * |
| any | 1 | * | * | * | * | 1 | * | * | * | * |
| none | 1 | * | * | * | * | 1 | * | * | * | * |
| **Nature of Organization** | | | | | | | | | | |
| public | 0 | * | * | * | * | 0 | * | * | * | * |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 1 | * | * | * | * | 1 | * | * | * | * |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

Table 205. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Northeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 245 | 69.0 | 90.0 | 125.0 | 106.0 | 245 | 71.0 | 95.0 | 135.0 | 115.1 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 76 | 80.0 | 108.0 | 150.0 | 128.8 | 76 | 85.0 | 110.1 | 159.4 | 145.6 |
| **$1 - $2.49 million** | 40 | 63.0 | 85.0 | 122.8 | 97.2 | 40 | 63.0 | 87.5 | 127.5 | 101.9 |
| **$500,000 - $999,999** | 53 | 73.5 | 95.0 | 120.0 | 108.3 | 53 | 75.0 | 100.0 | 135.0 | 118.5 |
| **$250,000 - $499,999** | 31 | 62.1 | 80.0 | 112.0 | 86.6 | 31 | 62.1 | 81.4 | 125.0 | 92.1 |
| **less than $250,000** | 45 | 57.0 | 82.0 | 104.0 | 85.8 | 45 | 57.0 | 80.0 | 108.0 | 87.2 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 62 | 76.3 | 109.0 | 154.9 | 133.6 | 62 | 76.3 | 110.1 | 160.0 | 146.3 |
| **250,000 - 999,999** | 53 | 72.0 | 93.0 | 125.0 | 101.0 | 53 | 72.0 | 99.8 | 141.6 | 110.7 |
| **100,000 - 249,999** | 38 | 80.0 | 101.0 | 134.5 | 118.7 | 38 | 82.5 | 101.4 | 135.0 | 126.0 |
| **50,000 - 99,999** | 30 | 70.3 | 89.8 | 109.8 | 93.5 | 30 | 83.7 | 101.0 | 130.5 | 107.0 |
| **less than 50,000** | 62 | 60.0 | 75.0 | 100.0 | 80.8 | 62 | 60.0 | 75.0 | 103.5 | 85.0 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 120 | 80.0 | 107.0 | 144.0 | 118.5 | 120 | 85.0 | 110.0 | 152.4 | 132.0 |
| **bachelor's degree** | 97 | 64.0 | 81.0 | 108.0 | 88.6 | 97 | 61.0 | 81.4 | 110.0 | 93.0 |
| **associate's degree or high school diploma** | 19 | 49.0 | 69.0 | 85.0 | 93.9 | 19 | 49.0 | 69.0 | 105.0 | 102.4 |

Table 206. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Northeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| **AICP - American Institute of Certified Planners - yes** | 27 | 77.5 | 100.0 | 142.5 | 114.6 | 27 | 95.7 | 100.8 | 152.5 | 127.6 |
| **AICP - American Institute of Certified Planners - no** | 218 | 68.0 | 87.8 | 123.5 | 104.9 | 218 | 69.0 | 92.9 | 133.8 | 113.6 |
| **CEcD, EcD, CED - Certified Economic Developer - yes** | 47 | 92.0 | 123.0 | 150.0 | 142.7 | 47 | 99.0 | 144.0 | 170.0 | 164.9 |
| **CEcD, EcD, CED - Certified Economic Developer - no** | 198 | 62.5 | 85.0 | 113.0 | 97.2 | 198 | 64.1 | 90.3 | 117.9 | 103.3 |
| **EDFP - Economic Development Finance Professional - yes** | 30 | 61.7 | 100.5 | 150.0 | 106.7 | 30 | 64.6 | 106.3 | 170.0 | 120.9 |
| **EDFP - Economic Development Finance Professional - no** | 215 | 69.0 | 89.0 | 123.0 | 105.8 | 215 | 71.0 | 93.0 | 130.0 | 114.3 |
| **OU/EDI - yes** | 27 | 80.0 | 100.0 | 124.4 | 118.0 | 27 | 87.5 | 102.0 | 130.8 | 145.5 |
| **OU/EDI - no** | 218 | 64.1 | 87.8 | 124.7 | 104.5 | 218 | 65.8 | 93.5 | 135.0 | 111.4 |
| **any** | 95 | 75.0 | 101.0 | 144.0 | 115.2 | 95 | 80.0 | 108.0 | 153.8 | 131.6 |
| **none** | 115 | 64.0 | 85.0 | 114.5 | 95.6 | 115 | 64.1 | 90.8 | 120.0 | 100.3 |
| **Nature of Organization** | | | | | | | | | | |
| **public** | 129 | 65.0 | 85.0 | 109.0 | 91.6 | 129 | 68.0 | 86.0 | 110.0 | 95.2 |
| **private** | 12 | 54.0 | 85.4 | 164.8 | 102.1 | 12 | 54.0 | 85.4 | 167.0 | 104.1 |
| **non-profit** | 78 | 80.0 | 100.0 | 150.0 | 118.3 | 78 | 80.0 | 110.0 | 167.5 | 133.0 |
| **public-private partnership** | 14 | 65.0 | 113.0 | 185.5 | 169.1 | 14 | 71.8 | 129.3 | 196.5 | 220.2 |
| **educational institution** | 5 | 100.0 | 108.0 | 122.0 | 107.0 | 5 | 75.0 | 100.0 | 108.0 | 82.6 |

Table 207. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Northeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 59 | 87.3 | 123.0 | 154.8 | 144.0 | 59 | 90.0 | 138.0 | 198.0 | 164.3 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 12 | 191.8 | 276.0 | 311.3 | 277.3 | 12 | 204.8 | 316.5 | 405.0 | 342.3 |
| **$1 - $2.49 million** | 11 | 121.0 | 139.5 | 157.5 | 145.8 | 11 | 122.0 | 142.0 | 209.0 | 164.2 |
| **$500,000 - $999,999** | 17 | 98.3 | 115.0 | 143.0 | 113.6 | 17 | 98.3 | 123.0 | 150.0 | 123.2 |
| **$250,000 - $499,999** | 10 | 71.8 | 86.0 | 129.3 | 97.5 | 10 | 71.8 | 97.8 | 149.8 | 110.9 |
| **less than $250,000** | 9 | 55.0 | 87.0 | 98.0 | 73.4 | 9 | 40.0 | 60.0 | 96.5 | 64.2 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 14 | 150.4 | 220.0 | 310.0 | 242.1 | 14 | 153.6 | 220.0 | 360.0 | 292.1 |
| **250,000 - 999,999** | 9 | 140.0 | 165.0 | 207.0 | 173.6 | 9 | 150.0 | 207.0 | 223.0 | 192.1 |
| **100,000 - 249,999** | 11 | 116.5 | 133.0 | 141.5 | 124.7 | 11 | 116.5 | 135.0 | 146.0 | 126.7 |
| **50,000 - 99,999** | 8 | 99.6 | 108.5 | 112.5 | 110.4 | 8 | 101.4 | 108.5 | 154.5 | 132.4 |
| **less than 50,000** | 17 | 58.5 | 75.0 | 100.0 | 76.0 | 17 | 58.5 | 75.0 | 106.0 | 83.8 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 30 | 90.3 | 129.0 | 219.0 | 160.2 | 30 | 103.4 | 147.0 | 222.3 | 191.3 |
| **bachelor's degree** | 21 | 98.3 | 123.6 | 150.0 | 119.2 | 21 | 98.3 | 123.6 | 150.0 | 132.7 |
| **associate's degree or high school diploma** | 6 | 63.8 | 109.3 | 180.6 | 170.3 | 6 | 63.8 | 116.4 | 194.7 | 183.3 |

## Table 207. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Northeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| **AICP - American Institute of Certified Planners - yes** | 6 | 108.3 | 116.0 | 132.0 | 175.8 | 6 | 108.3 | 116.0 | 132.0 | 184.2 |
| **AICP - American Institute of Certified Planners - no** | 53 | 87.0 | 123.6 | 158.0 | 140.5 | 53 | 87.0 | 142.0 | 198.0 | 162.1 |
| **CEcD, EcD, CED - Certified Economic Developer - yes** | 10 | 127.0 | 221.5 | 310.0 | 232.8 | 10 | 128.3 | 247.0 | 360.0 | 293.9 |
| **CEcD, EcD, CED - Certified Economic Developer - no** | 49 | 80.0 | 110.0 | 150.0 | 125.9 | 49 | 83.3 | 123.6 | 160.0 | 137.9 |
| **EDFP - Economic Development Finance Professional - yes** | 7 | 98.3 | 110.0 | 154.0 | 141.1 | 7 | 102.8 | 150.0 | 209.0 | 168.1 |
| **EDFP - Economic Development Finance Professional - no** | 52 | 85.3 | 123.3 | 154.9 | 144.4 | 52 | 86.1 | 136.5 | 195.8 | 163.8 |
| **OU/EDI - yes** | 7 | 141.0 | 145.0 | 255.0 | 193.6 | 7 | 146.5 | 200.0 | 337.5 | 286.6 |
| **OU/EDI - no** | 52 | 80.0 | 112.5 | 150.4 | 137.4 | 52 | 82.5 | 123.3 | 168.8 | 147.9 |
| **any** | 22 | 108.3 | 141.0 | 206.8 | 173.2 | 22 | 108.3 | 149.5 | 288.3 | 215.7 |
| **none** | 29 | 77.0 | 120.0 | 150.0 | 118.8 | 29 | 77.0 | 138.0 | 160.0 | 128.3 |
| **Nature of Organization** | | | | | | | | | | |
| **public** | 24 | 77.5 | 103.0 | 136.1 | 120.4 | 24 | 80.0 | 104.3 | 136.8 | 125.0 |
| **private** | 2 | * | * | * | * | 2 | * | * | * | * |
| **non-profit** | 27 | 106.0 | 143.5 | 161.5 | 159.2 | 27 | 114.0 | 150.0 | 209.0 | 178.7 |
| **public-private partnership** | 4 | * | * | * | * | 4 | * | * | * | * |
| **educational institution** | 0 | * | * | * | * | 0 | * | * | * | * |

Table 209. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Northeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 27 | 85.0 | 108.0 | 124.0 | 131.9 | 27 | 86.5 | 109.0 | 130.0 | 138.6 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 13 | 88.0 | 110.0 | 130.0 | 120.9 | 13 | 93.0 | 112.0 | 148.0 | 120.5 |
| **$1 - $2.49 million** | 4 | * | * | * | * | 4 | * | * | * | * |
| **$500,000 - $999,999** | 7 | 85.1 | 101.0 | 141.0 | 190.5 | 7 | 96.1 | 102.0 | 145.8 | 213.7 |
| **$250,000 - $499,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **less than $250,000** | 2 | * | * | * | * | 2 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 9 | 108.0 | 110.0 | 150.0 | 128.2 | 9 | 109.0 | 112.0 | 155.0 | 124.9 |
| **250,000 - 999,999** | 9 | 80.0 | 85.0 | 123.0 | 95.4 | 9 | 80.0 | 88.0 | 125.0 | 99.5 |
| **100,000 - 249,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **50,000 - 99,999** | 5 | 85.0 | 90.2 | 102.0 | 107.4 | 5 | 92.2 | 100.0 | 102.0 | 113.4 |
| **less than 50,000** | 2 | * | * | * | * | 2 | * | * | * | * |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 15 | 97.5 | 115.0 | 140.0 | 125.1 | 15 | 92.5 | 125.0 | 151.5 | 125.0 |
| **bachelor's degree** | 9 | 80.0 | 90.2 | 102.0 | 90.9 | 9 | 80.0 | 93.0 | 103.5 | 93.1 |
| **associate's degree or high school diploma** | 2 | * | * | * | * | 2 | * | * | * | * |

Table 210. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Northeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 2 | * | * | * | * | 2 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 25 | 85.0 | 110.0 | 125.0 | 136.0 | 25 | 88.0 | 110.0 | 130.0 | 142.5 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 6 | 85.5 | 112.5 | 165.8 | 130.0 | 6 | 104.0 | 129.0 | 178.0 | 141.8 |
| CEcD, EcD, CED - Certified Economic Developer - no | 21 | 85.0 | 108.0 | 115.0 | 132.4 | 21 | 85.0 | 103.5 | 125.0 | 137.7 |
| EDFP - Economic Development Finance Professional - yes | 7 | 80.0 | 101.0 | 105.0 | 105.9 | 7 | 91.0 | 103.5 | 109.5 | 112.6 |
| EDFP - Economic Development Finance Professional - no | 20 | 85.0 | 110.0 | 126.3 | 141.0 | 20 | 87.3 | 111.0 | 134.5 | 147.7 |
| OU/EDI - yes | 6 | 80.0 | 82.5 | 88.9 | 88.2 | 6 | 86.8 | 96.1 | 107.5 | 97.4 |
| OU/EDI - no | 21 | 88.0 | 110.0 | 130.0 | 144.3 | 21 | 88.0 | 110.0 | 148.0 | 150.3 |
| any | 12 | 80.0 | 101.5 | 117.0 | 109.9 | 12 | 95.0 | 106.3 | 134.5 | 119.5 |
| none | 12 | 87.3 | 110.0 | 118.0 | 110.9 | 12 | 85.0 | 101.5 | 120.6 | 105.4 |
| **Nature of Organization** | | | | | | | | | | |
| public | 8 | 102.3 | 110.0 | 117.0 | 107.6 | 8 | 103.0 | 110.0 | 130.0 | 104.8 |
| private | 2 | * | * | * | * | 2 | * | * | * | * |
| non-profit | 14 | 81.3 | 94.5 | 113.0 | 106.8 | 14 | 85.8 | 101.0 | 116.1 | 110.3 |
| public-private partnership | 3 | * | * | * | * | 3 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

Table 211. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Northeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 53 | 75.0 | 90.0 | 118.0 | 93.7 | 53 | 75.5 | 93.0 | 118.0 | 96.5 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 16 | 84.3 | 105.0 | 129.1 | 106.3 | 16 | 91.8 | 115.5 | 131.5 | 113.3 |
| **$1 - $2.49 million** | 6 | 55.0 | 65.0 | 82.5 | 63.7 | 6 | 55.5 | 66.0 | 86.6 | 65.6 |
| **$500,000 - $999,999** | 6 | 90.9 | 115.0 | 144.0 | 114.0 | 6 | 90.9 | 115.0 | 144.0 | 114.0 |
| **$250,000 - $499,999** | 11 | 79.5 | 81.4 | 117.0 | 90.2 | 11 | 80.2 | 84.0 | 117.0 | 91.0 |
| **less than $250,000** | 14 | 70.5 | 81.3 | 103.0 | 86.1 | 14 | 70.6 | 85.4 | 103.5 | 87.2 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 7 | 100.0 | 135.0 | 148.5 | 121.1 | 7 | 115.8 | 136.0 | 152.3 | 133.9 |
| **250,000 - 999,999** | 13 | 72.0 | 82.5 | 110.0 | 84.6 | 13 | 72.0 | 88.0 | 116.0 | 87.1 |
| **100,000 - 249,999** | 6 | 61.3 | 81.0 | 118.0 | 84.0 | 6 | 61.8 | 83.0 | 118.5 | 84.7 |
| **50,000 - 99,999** | 7 | 84.8 | 102.0 | 122.5 | 102.4 | 7 | 84.8 | 102.0 | 122.5 | 103.0 |
| **less than 50,000** | 20 | 75.0 | 87.5 | 105.3 | 89.8 | 20 | 75.4 | 91.6 | 105.3 | 90.7 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 27 | 77.5 | 100.0 | 128.0 | 99.9 | 27 | 87.3 | 109.0 | 128.0 | 104.3 |
| **bachelor's degree** | 23 | 75.5 | 82.0 | 102.0 | 87.3 | 23 | 75.5 | 82.0 | 103.0 | 88.6 |
| **associate's degree or high school diploma** | 2 | * | * | * | * | 2 | * | * | * | * |

Table 212. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Northeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 4 | * | * | * | * | 4 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 49 | 75.0 | 90.0 | 125.0 | 95.2 | 49 | 76.0 | 93.0 | 125.0 | 98.2 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 12 | 92.5 | 113.5 | 144.0 | 114.8 | 12 | 93.3 | 113.5 | 147.3 | 116.2 |
| CEcD, EcD, CED - Certified Economic Developer - no | 41 | 72.0 | 82.5 | 110.0 | 87.5 | 41 | 73.0 | 90.5 | 116.0 | 90.7 |
| EDFP - Economic Development Finance Professional - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 52 | 75.0 | 91.4 | 119.8 | 95.4 | 52 | 75.9 | 93.5 | 119.8 | 98.2 |
| OU/EDI - yes | 7 | 78.0 | 95.0 | 101.0 | 93.8 | 7 | 78.0 | 95.0 | 108.5 | 97.9 |
| OU/EDI - no | 46 | 72.3 | 89.8 | 123.3 | 93.6 | 46 | 73.5 | 92.9 | 123.3 | 96.2 |
| any | 18 | 82.3 | 110.0 | 135.0 | 106.0 | 18 | 83.0 | 110.0 | 140.2 | 107.8 |
| none | 29 | 70.0 | 82.0 | 100.0 | 83.4 | 29 | 72.0 | 89.5 | 104.0 | 86.9 |
| **Nature of Organization** | | | | | | | | | | |
| public | 35 | 74.0 | 92.8 | 114.0 | 92.4 | 35 | 75.5 | 95.0 | 117.3 | 95.0 |
| private | 1 | * | * | * | * | 1 | * | * | * | * |
| non-profit | 8 | 55.0 | 81.3 | 86.3 | 74.2 | 8 | 57.0 | 87.3 | 91.3 | 77.7 |
| public-private partnership | 4 | * | * | * | * | 4 | * | * | * | * |
| educational institution | 1 | * | * | * | * | 1 | * | * | * | * |

Table 213. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Northeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 46 | 64.3 | 80.0 | 100.0 | 84.5 | 46 | 69.9 | 88.0 | 109.9 | 94.9 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 21 | 65.0 | 85.0 | 100.0 | 80.4 | 21 | 75.0 | 93.0 | 110.0 | 95.2 |
| **$1 - $2.49 million** | 8 | 63.0 | 69.5 | 73.5 | 68.1 | 8 | 64.8 | 70.3 | 77.4 | 70.2 |
| **$500,000 - $999,999** | 8 | 74.6 | 85.0 | 99.8 | 84.2 | 8 | 74.6 | 94.9 | 100.0 | 90.4 |
| **$250,000 - $499,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **less than $250,000** | 7 | 107.0 | 150.0 | 150.0 | 123.1 | 7 | 117.0 | 170.0 | 170.0 | 137.4 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 14 | 64.3 | 85.5 | 94.1 | 82.5 | 14 | 73.3 | 88.1 | 98.6 | 87.3 |
| **250,000 - 999,999** | 10 | 68.5 | 76.0 | 99.9 | 74.8 | 10 | 69.8 | 87.9 | 107.1 | 91.4 |
| **100,000 - 249,999** | 9 | 81.0 | 90.0 | 120.5 | 102.9 | 9 | 81.4 | 90.0 | 120.5 | 108.0 |
| **50,000 - 99,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **less than 50,000** | 9 | 64.0 | 69.0 | 150.0 | 94.1 | 9 | 65.0 | 71.5 | 170.0 | 101.9 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 24 | 70.8 | 91.7 | 117.1 | 96.8 | 24 | 75.8 | 98.4 | 135.5 | 111.0 |
| **bachelor's degree** | 17 | 55.0 | 68.0 | 81.0 | 68.3 | 17 | 60.0 | 71.5 | 90.0 | 73.5 |
| **associate's degree or high school diploma** | 3 | * | * | * | * | 3 | * | * | * | * |

Table 214. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Northeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 12 | 89.2 | 100.0 | 150.0 | 110.2 | 12 | 96.4 | 100.0 | 170.0 | 123.3 |
| AICP - American Institute of Certified Planners - no | 34 | 64.0 | 73.5 | 88.3 | 75.5 | 34 | 65.3 | 78.0 | 98.3 | 84.9 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 10 | 92.8 | 135.3 | 150.0 | 123.0 | 10 | 122.9 | 170.0 | 170.0 | 148.9 |
| CEcD, EcD, CED - Certified Economic Developer - no | 36 | 61.7 | 71.5 | 90.8 | 73.9 | 36 | 64.8 | 75.5 | 97.7 | 79.9 |
| EDFP - Economic Development Finance Professional - yes | 8 | 88.8 | 150.0 | 150.0 | 113.3 | 8 | 90.0 | 170.0 | 170.0 | 126.4 |
| EDFP - Economic Development Finance Professional - no | 38 | 64.3 | 75.0 | 92.3 | 78.5 | 38 | 69.9 | 83.2 | 99.9 | 88.3 |
| OU/EDI - yes | 4 | * | * | * | * | 4 | * | * | * | * |
| OU/EDI - no | 42 | 64.0 | 77.5 | 100.0 | 84.4 | 42 | 69.5 | 85.5 | 114.5 | 95.6 |
| any | 22 | 70.9 | 91.7 | 116.4 | 94.5 | 22 | 87.0 | 99.9 | 162.5 | 113.0 |
| none | 14 | 62.5 | 74.5 | 92.3 | 78.3 | 14 | 65.3 | 80.7 | 105.4 | 83.0 |
| **Nature of Organization** | | | | | | | | | | |
| public | 29 | 64.0 | 73.5 | 86.0 | 74.4 | 29 | 69.0 | 76.0 | 90.2 | 83.5 |
| private | 3 | * | * | * | * | 3 | * | * | * | * |
| non-profit | 11 | 90.0 | 116.0 | 150.0 | 112.4 | 11 | 100.0 | 130.0 | 170.0 | 130.7 |
| public-private partnership | 1 | * | * | * | * | 1 | * | * | * | * |
| educational institution | 1 | * | * | * | * | 1 | * | * | * | * |

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Northeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 5 | 54.0 | 57.0 | 64.0 | 60.0 | 5 | 54.0 | 57.0 | 64.0 | 60.0 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$1 - $2.49 million** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$500,000 - $999,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **$250,000 - $499,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **less than $250,000** | 2 | * | * | * | * | 2 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 1 | * | * | * | * | 1 | * | * | * | * |
| **250,000 - 999,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **100,000 - 249,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **50,000 - 99,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **less than 50,000** | 2 | * | * | * | * | 2 | * | * | * | * |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 1 | * | * | * | * | 1 | * | * | * | * |
| **bachelor's degree** | 4 | * | * | * | * | 4 | * | * | * | * |
| **associate's degree or high school diploma** | 0 | * | * | * | * | 0 | * | * | * | * |

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US Northeast | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 5 | 54.0 | 57.0 | 64.0 | 60.0 | 5 | 54.0 | 57.0 | 64.0 | 60.0 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 5 | 54.0 | 57.0 | 64.0 | 60.0 | 5 | 54.0 | 57.0 | 64.0 | 60.0 |
| EDFP - Economic Development Finance Professional - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 5 | 54.0 | 57.0 | 64.0 | 60.0 | 5 | 54.0 | 57.0 | 64.0 | 60.0 |
| OU/EDI - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| OU/EDI - no | 5 | 54.0 | 57.0 | 64.0 | 60.0 | 5 | 54.0 | 57.0 | 64.0 | 60.0 |
| any | 1 | * | * | * | * | 1 | * | * | * | * |
| none | 4 | * | * | * | * | 4 | * | * | * | * |
| **Nature of Organization** | | | | | | | | | | |
| public | 3 | * | * | * | * | 3 | * | * | * | * |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 2 | * | * | * | * | 2 | * | * | * | * |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

Table 217. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US West | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 212 | 66.2 | 90.0 | 130.0 | 104.5 | 212 | 69.9 | 95.0 | 140.0 | 111.6 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 68 | 70.0 | 91.8 | 120.0 | 100.8 | 68 | 70.5 | 97.0 | 140.0 | 109.0 |
| **$1 - $2.49 million** | 35 | 65.6 | 91.3 | 147.5 | 103.1 | 35 | 65.6 | 92.8 | 147.5 | 105.4 |
| **$500,000 - $999,999** | 35 | 72.5 | 109.0 | 154.2 | 137.2 | 35 | 80.4 | 125.0 | 158.1 | 145.8 |
| **$250,000 - $499,999** | 22 | 62.5 | 80.0 | 125.0 | 93.9 | 22 | 70.0 | 87.5 | 125.0 | 96.7 |
| **less than $250,000** | 52 | 60.0 | 78.0 | 117.5 | 92.7 | 52 | 60.2 | 80.0 | 125.1 | 102.3 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 40 | 61.5 | 91.1 | 109.6 | 96.0 | 40 | 68.8 | 94.4 | 142.5 | 106.2 |
| **250,000 - 999,999** | 54 | 61.3 | 90.0 | 138.5 | 110.8 | 54 | 67.1 | 91.3 | 144.1 | 115.1 |
| **100,000 - 249,999** | 51 | 70.0 | 90.0 | 128.2 | 108.8 | 51 | 70.4 | 90.0 | 133.3 | 111.1 |
| **50,000 - 99,999** | 16 | 62.2 | 99.5 | 131.3 | 104.0 | 16 | 62.2 | 99.5 | 144.0 | 112.2 |
| **less than 50,000** | 51 | 67.6 | 90.0 | 130.5 | 100.4 | 51 | 69.0 | 100.0 | 135.5 | 112.4 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 95 | 85.0 | 120.0 | 150.0 | 130.0 | 95 | 85.0 | 125.0 | 155.0 | 137.5 |
| **bachelor's degree** | 82 | 60.0 | 74.5 | 100.0 | 84.8 | 82 | 65.0 | 80.0 | 118.4 | 92.1 |
| **associate's degree or high school diploma** | 27 | 55.0 | 80.0 | 95.5 | 82.0 | 27 | 55.0 | 80.0 | 106.1 | 89.0 |

Table 218. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US West | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 16 | 77.5 | 100.8 | 150.0 | 117.6 | 16 | 77.5 | 111.3 | 170.0 | 126.5 |
| AICP - American Institute of Certified Planners - no | 196 | 65.0 | 90.0 | 126.1 | 103.4 | 196 | 68.8 | 92.6 | 136.1 | 110.4 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 54 | 80.8 | 130.2 | 150.0 | 131.5 | 54 | 83.5 | 137.5 | 165.8 | 139.4 |
| CEcD, EcD, CED - Certified Economic Developer - no | 158 | 62.1 | 85.0 | 114.6 | 95.3 | 158 | 65.3 | 89.0 | 125.0 | 102.1 |
| EDFP - Economic Development Finance Professional - yes | 39 | 62.5 | 85.0 | 150.0 | 110.4 | 39 | 70.0 | 85.0 | 154.2 | 118.0 |
| EDFP - Economic Development Finance Professional - no | 173 | 67.2 | 91.0 | 126.0 | 103.2 | 173 | 68.0 | 95.0 | 137.0 | 110.1 |
| OU/EDI - yes | 29 | 85.0 | 115.0 | 146.0 | 119.6 | 29 | 89.0 | 116.7 | 150.8 | 124.9 |
| OU/EDI - no | 183 | 62.2 | 90.0 | 125.0 | 102.1 | 183 | 66.1 | 90.0 | 136.1 | 109.5 |
| any | 107 | 70.0 | 99.0 | 145.5 | 116.4 | 107 | 70.0 | 106.0 | 152.4 | 126.3 |
| none | 82 | 66.5 | 89.2 | 118.0 | 92.6 | 82 | 67.6 | 90.0 | 123.0 | 97.8 |
| **Nature of Organization** | | | | | | | | | | |
| public | 95 | 70.4 | 100.0 | 135.5 | 114.8 | 95 | 70.4 | 102.5 | 136.5 | 119.8 |
| private | 11 | 92.0 | 125.0 | 150.0 | 129.5 | 11 | 92.8 | 132.0 | 165.0 | 135.7 |
| non-profit | 74 | 60.0 | 87.5 | 120.0 | 93.9 | 74 | 65.0 | 95.0 | 140.0 | 105.5 |
| public-private partnership | 13 | 60.0 | 85.0 | 100.0 | 99.1 | 13 | 65.0 | 85.0 | 130.0 | 105.7 |
| educational institution | 13 | 68.3 | 70.0 | 80.0 | 77.9 | 13 | 69.8 | 70.4 | 82.0 | 78.8 |

Table 219. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US West | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 43 | 85.0 | 134.0 | 154.5 | 126.1 | 43 | 85.0 | 140.0 | 157.1 | 130.0 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 9 | 85.0 | 146.0 | 155.0 | 136.7 | 9 | 85.0 | 150.0 | 158.1 | 141.2 |
| **$1 - $2.49 million** | 10 | 103.8 | 152.0 | 167.8 | 139.4 | 10 | 107.5 | 152.5 | 171.3 | 144.8 |
| **$500,000 - $999,999** | 9 | 134.0 | 150.0 | 160.0 | 152.9 | 9 | 141.3 | 156.0 | 164.0 | 159.4 |
| **$250,000 - $499,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **less than $250,000** | 11 | 63.6 | 75.0 | 108.8 | 86.1 | 11 | 63.6 | 75.0 | 108.8 | 87.0 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 4 | * | * | * | * | 4 | * | * | * | * |
| **250,000 - 999,999** | 11 | 132.0 | 146.0 | 155.0 | 147.1 | 11 | 143.1 | 155.0 | 163.6 | 155.4 |
| **100,000 - 249,999** | 9 | 115.0 | 150.0 | 158.4 | 139.4 | 9 | 115.0 | 150.0 | 160.2 | 142.9 |
| **50,000 - 99,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **less than 50,000** | 15 | 68.6 | 95.0 | 140.5 | 100.4 | 15 | 68.6 | 95.0 | 140.5 | 100.6 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 27 | 115.0 | 140.0 | 155.0 | 139.3 | 27 | 115.0 | 145.0 | 157.1 | 143.0 |
| **bachelor's degree** | 8 | 74.0 | 112.5 | 173.9 | 121.5 | 8 | 74.0 | 120.0 | 176.8 | 128.0 |
| **associate's degree or high school diploma** | 7 | 54.0 | 70.0 | 87.5 | 77.0 | 7 | 54.0 | 70.0 | 87.5 | 79.1 |

Table 220. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US West | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 3 | * | * | * | * | 3 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 40 | 85.0 | 134.5 | 154.3 | 124.8 | 40 | 85.0 | 140.6 | 156.5 | 128.9 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 10 | 145.3 | 150.0 | 157.6 | 153.3 | 10 | 150.0 | 155.5 | 159.6 | 158.9 |
| CEcD, EcD, CED - Certified Economic Developer - no | 33 | 75.0 | 115.0 | 151.0 | 117.9 | 33 | 75.0 | 115.0 | 151.0 | 121.2 |
| EDFP - Economic Development Finance Professional - yes | 4 | * | * | * | * | 4 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 39 | 87.5 | 135.0 | 155.0 | 128.2 | 39 | 90.0 | 141.3 | 159.1 | 132.3 |
| OU/EDI - yes | 8 | 108.8 | 133.0 | 156.0 | 133.2 | 8 | 110.0 | 137.5 | 166.9 | 140.2 |
| OU/EDI - no | 35 | 82.5 | 134.0 | 154.5 | 124.5 | 35 | 82.5 | 140.0 | 155.5 | 127.6 |
| any | 20 | 98.1 | 139.5 | 155.9 | 137.2 | 20 | 98.1 | 147.5 | 158.6 | 140.5 |
| none | 17 | 75.0 | 115.0 | 150.0 | 115.7 | 17 | 75.0 | 115.0 | 150.0 | 120.4 |
| **Nature of Organization** | | | | | | | | | | |
| public | 17 | 102.5 | 145.0 | 151.0 | 129.8 | 17 | 102.5 | 145.0 | 158.1 | 132.5 |
| private | 3 | * | * | * | * | 3 | * | * | * | * |
| non-profit | 18 | 74.6 | 122.5 | 138.8 | 111.5 | 18 | 74.6 | 125.6 | 152.5 | 117.2 |
| public-private partnership | 3 | * | * | * | * | 3 | * | * | * | * |
| educational institution | 2 | * | * | * | * | 2 | * | * | * | * |

Table 221. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US West | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 23 | 91.5 | 109.0 | 144.0 | 123.9 | 23 | 93.0 | 117.0 | 153.2 | 135.8 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 13 | 93.0 | 102.0 | 140.0 | 115.6 | 13 | 96.0 | 117.0 | 148.0 | 123.8 |
| **$1 - $2.49 million** | 2 | * | * | * | * | 2 | * | * | * | * |
| **$500,000 - $999,999** | 6 | 101.5 | 117.0 | 125.8 | 115.2 | 6 | 106.8 | 117.0 | 125.8 | 128.8 |
| **$250,000 - $499,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **less than $250,000** | 1 | * | * | * | * | 1 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 7 | 97.5 | 102.0 | 125.7 | 119.5 | 7 | 104.5 | 117.0 | 149.8 | 133.7 |
| **250,000 - 999,999** | 6 | 88.5 | 112.0 | 142.3 | 106.2 | 6 | 93.3 | 115.5 | 142.3 | 108.0 |
| **100,000 - 249,999** | 5 | 70.0 | 80.0 | 90.0 | 83.2 | 5 | 70.0 | 80.0 | 90.0 | 84.6 |
| **50,000 - 99,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **less than 50,000** | 3 | * | * | * | * | 3 | * | * | * | * |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 15 | 99.5 | 111.4 | 152.5 | 137.2 | 15 | 107.5 | 125.0 | 167.5 | 154.5 |
| **bachelor's degree** | 4 | * | * | * | * | 4 | * | * | * | * |
| **associate's degree or high school diploma** | 4 | * | * | * | * | 4 | * | * | * | * |

Table 222. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US West | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 23 | 91.5 | 109.0 | 144.0 | 123.9 | 23 | 93.0 | 117.0 | 153.2 | 135.8 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 10 | 91.3 | 105.2 | 136.3 | 113.4 | 10 | 91.5 | 115.5 | 151.2 | 119.0 |
| CEcD, EcD, CED - Certified Economic Developer - no | 13 | 93.0 | 109.0 | 148.0 | 132.0 | 13 | 98.0 | 117.0 | 148.0 | 148.7 |
| EDFP - Economic Development Finance Professional - yes | 3 | * | * | * | * | 3 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 20 | 92.3 | 105.5 | 129.5 | 121.3 | 20 | 94.5 | 114.0 | 134.2 | 134.0 |
| OU/EDI - yes | 6 | 96.0 | 106.0 | 133.3 | 115.1 | 6 | 98.5 | 113.0 | 148.8 | 123.2 |
| OU/EDI - no | 17 | 90.0 | 109.0 | 148.0 | 127.0 | 17 | 90.0 | 117.0 | 148.0 | 140.2 |
| any | 16 | 87.5 | 112.2 | 160.1 | 130.4 | 16 | 87.5 | 122.5 | 166.3 | 145.3 |
| none | 6 | 94.8 | 101.0 | 107.3 | 102.5 | 6 | 100.8 | 110.0 | 115.5 | 108.3 |
| **Nature of Organization** | | | | | | | | | | |
| public | 10 | 91.3 | 111.0 | 142.5 | 114.1 | 10 | 91.5 | 114.5 | 142.5 | 122.4 |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 11 | 96.0 | 102.0 | 132.5 | 131.9 | 11 | 102.0 | 117.0 | 147.3 | 147.3 |
| public-private partnership | 2 | * | * | * | * | 2 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

## Table 223. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US West | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 50 | 70.0 | 100.0 | 126.0 | 112.1 | 50 | 71.3 | 104.0 | 140.0 | 123.6 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 12 | 68.8 | 90.0 | 100.0 | 89.2 | 12 | 80.3 | 101.8 | 150.0 | 112.3 |
| **$1 - $2.49 million** | 11 | 62.5 | 103.0 | 139.5 | 100.2 | 11 | 65.0 | 103.0 | 139.5 | 101.1 |
| **$500,000 - $999,999** | 7 | 113.2 | 135.0 | 191.0 | 213.3 | 7 | 130.7 | 135.0 | 201.0 | 221.3 |
| **$250,000 - $499,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **less than $250,000** | 16 | 67.5 | 83.5 | 108.8 | 89.1 | 16 | 67.6 | 83.5 | 110.6 | 102.5 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 11 | 65.0 | 82.0 | 100.0 | 86.0 | 11 | 74.0 | 90.0 | 150.0 | 107.8 |
| **250,000 - 999,999** | 11 | 49.9 | 70.0 | 121.5 | 133.9 | 11 | 50.3 | 70.0 | 121.5 | 135.8 |
| **100,000 - 249,999** | 10 | 84.8 | 125.7 | 149.0 | 121.9 | 10 | 84.8 | 128.2 | 149.0 | 126.1 |
| **50,000 - 99,999** | 6 | 95.9 | 116.8 | 142.5 | 115.8 | 6 | 95.9 | 122.8 | 168.0 | 123.8 |
| **less than 50,000** | 12 | 89.8 | 100.3 | 121.3 | 106.2 | 12 | 89.8 | 110.4 | 128.1 | 124.6 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 20 | 87.0 | 122.5 | 137.5 | 140.4 | 20 | 87.0 | 125.0 | 137.5 | 150.1 |
| **bachelor's degree** | 27 | 62.5 | 90.0 | 116.3 | 94.4 | 27 | 70.2 | 100.0 | 145.0 | 108.5 |
| **associate's degree or high school diploma** | 2 | * | * | * | * | 2 | * | * | * | * |

Table 224. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US West | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 49 | 70.0 | 100.0 | 126.4 | 113.4 | 49 | 74.0 | 105.0 | 140.0 | 124.9 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 14 | 92.6 | 137.5 | 150.6 | 161.6 | 14 | 93.0 | 137.5 | 153.2 | 166.1 |
| CEcD, EcD, CED - Certified Economic Developer - no | 36 | 65.0 | 90.0 | 114.9 | 92.9 | 36 | 70.0 | 95.0 | 130.5 | 107.0 |
| EDFP - Economic Development Finance Professional - yes | 10 | 60.0 | 77.5 | 119.8 | 93.1 | 10 | 66.3 | 87.5 | 131.0 | 107.1 |
| EDFP - Economic Development Finance Professional - no | 40 | 73.0 | 100.0 | 127.3 | 116.9 | 40 | 77.0 | 109.3 | 141.3 | 127.7 |
| OU/EDI - yes | 5 | 82.0 | 135.0 | 145.0 | 115.6 | 5 | 82.0 | 135.0 | 145.0 | 115.6 |
| OU/EDI - no | 45 | 70.0 | 100.0 | 125.0 | 111.8 | 45 | 70.4 | 103.0 | 140.0 | 124.5 |
| any | 28 | 63.8 | 100.0 | 136.3 | 119.3 | 28 | 68.8 | 115.9 | 150.0 | 130.4 |
| none | 19 | 72.0 | 90.0 | 122.5 | 98.8 | 19 | 76.0 | 90.0 | 126.3 | 112.5 |
| **Nature of Organization** | | | | | | | | | | |
| public | 26 | 89.3 | 109.3 | 134.8 | 134.7 | 26 | 89.3 | 109.3 | 134.8 | 142.3 |
| private | 6 | 71.3 | 130.0 | 147.5 | 119.2 | 6 | 78.0 | 136.0 | 170.0 | 130.4 |
| non-profit | 14 | 52.4 | 62.5 | 97.5 | 71.4 | 14 | 52.6 | 72.5 | 134.8 | 91.1 |
| public-private partnership | 1 | * | * | * | * | 1 | * | * | * | * |
| educational institution | 2 | * | * | * | * | 2 | * | * | * | * |

Table 225. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US West | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 48 | 60.0 | 80.0 | 96.6 | 89.5 | 48 | 61.5 | 80.7 | 99.3 | 92.9 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 15 | 72.5 | 90.0 | 103.2 | 86.3 | 15 | 72.5 | 91.0 | 114.1 | 90.5 |
| **$1 - $2.49 million** | 4 | * | * | * | * | 4 | * | * | * | * |
| **$500,000 - $999,999** | 8 | 72.5 | 81.5 | 85.9 | 125.8 | 8 | 72.5 | 81.9 | 85.9 | 125.9 |
| **$250,000 - $499,999** | 9 | 55.7 | 70.0 | 75.0 | 66.9 | 9 | 55.7 | 70.0 | 82.0 | 68.3 |
| **less than $250,000** | 12 | 50.0 | 61.2 | 150.0 | 89.3 | 12 | 50.8 | 63.7 | 170.0 | 96.5 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 5 | 62.0 | 75.0 | 91.0 | 71.8 | 5 | 62.0 | 75.0 | 91.0 | 71.8 |
| **250,000 - 999,999** | 16 | 67.8 | 80.0 | 93.4 | 78.3 | 16 | 68.9 | 81.4 | 97.4 | 81.4 |
| **100,000 - 249,999** | 14 | 70.0 | 81.5 | 85.0 | 107.8 | 14 | 70.0 | 81.5 | 85.0 | 109.4 |
| **50,000 - 99,999** | 3 | * | * | * | * | 3 | * | * | * | * |
| **less than 50,000** | 10 | 60.0 | 71.2 | 150.0 | 96.4 | 10 | 60.6 | 75.0 | 170.0 | 105.4 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 20 | 73.8 | 91.3 | 118.6 | 114.6 | 20 | 73.8 | 95.8 | 132.5 | 121.0 |
| **bachelor's degree** | 21 | 50.0 | 73.0 | 85.0 | 71.8 | 21 | 51.0 | 74.4 | 85.0 | 72.3 |
| **associate's degree or high school diploma** | 4 | * | * | * | * | 4 | * | * | * | * |

Table 226. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US West | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 8 | 96.8 | 135.0 | 150.0 | 123.6 | 8 | 114.8 | 155.0 | 170.0 | 140.0 |
| AICP - American Institute of Certified Planners - no | 40 | 58.9 | 71.5 | 85.9 | 82.7 | 40 | 58.9 | 72.2 | 85.9 | 83.5 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 10 | 76.3 | 84.0 | 150.0 | 97.9 | 10 | 81.1 | 84.0 | 170.0 | 106.7 |
| CEcD, EcD, CED - Certified Economic Developer - no | 38 | 60.0 | 74.0 | 92.1 | 87.3 | 38 | 60.5 | 74.7 | 95.5 | 89.3 |
| EDFP - Economic Development Finance Professional - yes | 12 | 78.8 | 84.0 | 150.0 | 132.8 | 12 | 81.6 | 85.0 | 170.0 | 140.5 |
| EDFP - Economic Development Finance Professional - no | 36 | 60.0 | 71.5 | 91.4 | 75.1 | 36 | 60.0 | 72.2 | 93.5 | 77.0 |
| OU/EDI - yes | 7 | 81.5 | 85.0 | 97.1 | 91.7 | 7 | 82.5 | 85.0 | 101.9 | 94.2 |
| OU/EDI - no | 41 | 60.0 | 73.0 | 92.5 | 89.1 | 41 | 60.0 | 74.4 | 99.0 | 92.7 |
| any | 21 | 75.0 | 83.0 | 125.0 | 110.4 | 21 | 75.0 | 85.0 | 140.0 | 117.2 |
| none | 18 | 62.1 | 71.5 | 90.4 | 76.2 | 18 | 63.1 | 72.2 | 90.4 | 77.2 |
| **Nature of Organization** | | | | | | | | | | |
| public | 19 | 62.2 | 80.0 | 97.1 | 101.5 | 19 | 62.2 | 80.0 | 98.3 | 102.1 |
| private | 1 | * | * | * | * | 1 | * | * | * | * |
| non-profit | 17 | 50.0 | 80.0 | 120.0 | 85.8 | 17 | 50.0 | 80.8 | 140.0 | 93.8 |
| public-private partnership | 4 | * | * | * | * | 4 | * | * | * | * |
| educational institution | 4 | * | * | * | * | 4 | * | * | * | * |

Table 227. Compensation Results By Region and Position (USD 000)

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US West | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 10 | 52.5 | 68.0 | 78.0 | 73.0 | 10 | 52.5 | 68.0 | 107.5 | 82.9 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 2 | * | * | * | * | 2 | * | * | * | * |
| **$1 - $2.49 million** | 1 | * | * | * | * | 1 | * | * | * | * |
| **$500,000 - $999,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$250,000 - $499,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **less than $250,000** | 6 | 61.5 | 68.0 | 71.5 | 72.1 | 6 | 61.5 | 68.0 | 105.0 | 87.8 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 1 | * | * | * | * | 1 | * | * | * | * |
| **250,000 - 999,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **100,000 - 249,999** | 3 | * | * | * | * | 3 | * | * | * | * |
| **50,000 - 99,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **less than 50,000** | 5 | 70.0 | 72.0 | 80.0 | 79.7 | 5 | 70.0 | 80.0 | 116.7 | 98.5 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 2 | * | * | * | * | 2 | * | * | * | * |
| **bachelor's degree** | 6 | 51.0 | 63.0 | 76.5 | 69.6 | 6 | 51.0 | 63.0 | 76.5 | 69.6 |
| **associate's degree or high school diploma** | 2 | * | * | * | * | 2 | * | * | * | * |

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| US West | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 9 | 50.0 | 66.0 | 80.0 | 73.3 | 9 | 50.0 | 66.0 | 116.7 | 84.3 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 3 | * | * | * | * | 3 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 7 | 49.0 | 60.0 | 68.0 | 65.9 | 7 | 49.0 | 60.0 | 68.0 | 66.6 |
| EDFP - Economic Development Finance Professional - yes | 3 | * | * | * | * | 3 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 7 | 49.0 | 60.0 | 68.0 | 59.0 | 7 | 49.0 | 60.0 | 68.0 | 72.4 |
| OU/EDI - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| OU/EDI - no | 9 | 50.0 | 66.0 | 72.0 | 68.1 | 9 | 50.0 | 66.0 | 80.0 | 79.1 |
| any | 5 | 72.0 | 80.0 | 116.7 | 91.7 | 5 | 80.0 | 116.7 | 125.0 | 111.5 |
| none | 4 | * | * | * | * | 4 | * | * | * | * |
| **Nature of Organization** | | | | | | | | | | |
| public | 6 | 61.5 | 68.0 | 71.5 | 71.9 | 6 | 61.5 | 68.0 | 105.0 | 87.6 |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 3 | * | * | * | * | 3 | * | * | * | * |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 1 | * | * | * | * | 1 | * | * | * | * |

## Table 229. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| Canada | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 76 | 72.8 | 90.1 | 114.3 | 96.6 | 76 | 72.8 | 94.0 | 115.8 | 101.8 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 12 | 87.5 | 103.8 | 124.0 | 111.1 | 12 | 93.3 | 112.5 | 147.0 | 122.0 |
| **$1 - $2.49 million** | 9 | 75.0 | 133.0 | 145.0 | 113.4 | 9 | 75.0 | 133.0 | 145.0 | 114.3 |
| **$500,000 - $999,999** | 20 | 89.0 | 111.5 | 121.3 | 106.0 | 20 | 89.5 | 111.5 | 133.5 | 114.9 |
| **$250,000 - $499,999** | 16 | 72.8 | 87.5 | 102.3 | 87.2 | 16 | 77.3 | 90.0 | 102.4 | 88.8 |
| **less than $250,000** | 19 | 69.3 | 73.0 | 86.0 | 77.3 | 19 | 69.3 | 75.0 | 88.0 | 80.3 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 8 | 73.8 | 90.5 | 113.5 | 96.1 | 8 | 83.5 | 97.5 | 113.5 | 100.8 |
| **250,000 - 999,999** | 10 | 88.5 | 102.3 | 116.0 | 111.3 | 10 | 98.5 | 108.5 | 152.9 | 124.9 |
| **100,000 - 249,999** | 8 | 103.0 | 130.5 | 143.5 | 118.8 | 8 | 103.0 | 130.5 | 143.5 | 118.8 |
| **50,000 - 99,999** | 6 | 77.3 | 107.6 | 131.0 | 105.9 | 6 | 77.3 | 111.6 | 142.0 | 109.2 |
| **less than 50,000** | 44 | 70.0 | 85.0 | 109.1 | 88.0 | 44 | 70.0 | 86.0 | 109.5 | 92.7 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 27 | 79.0 | 100.0 | 116.5 | 97.2 | 27 | 79.1 | 100.0 | 121.9 | 105.7 |
| **bachelor's degree** | 34 | 73.5 | 91.5 | 114.8 | 100.7 | 34 | 75.5 | 100.0 | 128.5 | 105.1 |
| **associate's degree or high school diploma** | 13 | 68.0 | 85.0 | 90.3 | 86.6 | 13 | 68.0 | 87.0 | 104.0 | 88.1 |

Table 230. Compensation Results By Region and Position (USD 000)

Position: ALL FULL-TIME/YEAR-ROUND INDUSTRY PROFESSIONALS

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| Canada | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 76 | 72.8 | 90.1 | 114.3 | 96.6 | 76 | 72.8 | 94.0 | 115.8 | 101.8 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 12 | 82.5 | 108.3 | 133.5 | 109.3 | 12 | 82.5 | 108.3 | 133.5 | 110.1 |
| CEcD, EcD, CED - Certified Economic Developer - no | 64 | 71.5 | 90.0 | 114.0 | 94.2 | 64 | 71.5 | 91.0 | 114.3 | 100.3 |
| EDFP - Economic Development Finance Professional - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 76 | 72.8 | 90.1 | 114.3 | 96.6 | 76 | 72.8 | 94.0 | 115.8 | 101.8 |
| OU/EDI - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| OU/EDI - no | 75 | 72.5 | 90.0 | 114.5 | 96.4 | 75 | 72.5 | 93.0 | 116.5 | 101.7 |
| any | 15 | 91.3 | 109.0 | 134.0 | 110.9 | 15 | 95.5 | 109.6 | 140.0 | 118.9 |
| none | 50 | 68.1 | 86.5 | 113.0 | 91.9 | 50 | 68.1 | 90.1 | 113.0 | 97.3 |
| **Nature of Organization** | | | | | | | | | | |
| public | 57 | 72.0 | 90.3 | 115.0 | 97.0 | 57 | 72.0 | 91.0 | 115.0 | 101.1 |
| private | 3 | * | * | * | * | 3 | * | * | * | * |
| non-profit | 13 | 73.0 | 90.0 | 114.0 | 94.4 | 13 | 77.0 | 90.0 | 114.0 | 95.6 |
| public-private partnership | 2 | * | * | * | * | 2 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

Table 231. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| Canada | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 15 | 86.0 | 110.0 | 134.0 | 110.5 | 15 | 95.0 | 110.0 | 138.5 | 115.0 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 3 | 126.0 | 142.0 | 152.0 | 138.0 | 3 | 126.0 | 142.0 | 152.0 | 138.0 |
| **$1 - $2.49 million** | 1 | 148.0 | 148.0 | 148.0 | 148.0 | 1 | 148.0 | 148.0 | 148.0 | 148.0 |
| **$500,000 - $999,999** | 5 | 114.0 | 125.0 | 133.0 | 118.4 | 5 | 114.0 | 133.0 | 135.0 | 122.8 |
| **$250,000 - $499,999** | 3 | 82.5 | 90.0 | 99.8 | 91.5 | 3 | 95.0 | 100.0 | 104.8 | 99.8 |
| **less than $250,000** | 3 | 70.8 | 73.0 | 80.0 | 76.2 | 3 | 72.8 | 77.0 | 90.5 | 83.2 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 1 | 75.0 | 75.0 | 75.0 | 75.0 | 1 | 100.0 | 100.0 | 100.0 | 100.0 |
| **250,000 - 999,999** | 2 | 123.0 | 136.0 | 149.0 | 136.0 | 2 | 123.0 | 136.0 | 149.0 | 136.0 |
| **100,000 - 249,999** | 3 | 128.0 | 142.0 | 145.0 | 134.7 | 3 | 128.0 | 142.0 | 145.0 | 134.7 |
| **50,000 - 99,999** | 2 | 127.0 | 129.0 | 131.0 | 129.0 | 2 | 136.0 | 139.0 | 142.0 | 139.0 |
| **less than 50,000** | 7 | 79.0 | 87.0 | 99.8 | 92.6 | 7 | 82.0 | 90.0 | 106.8 | 95.9 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 2 | 113.8 | 117.5 | 121.3 | 117.5 | 2 | 118.8 | 127.5 | 136.3 | 127.5 |
| **bachelor's degree** | 10 | 78.8 | 111.8 | 134.5 | 110.2 | 10 | 92.5 | 111.8 | 134.5 | 113.1 |
| **associate's degree or high school diploma** | 3 | 86.0 | 87.0 | 117.5 | 106.7 | 3 | 95.5 | 104.0 | 126.0 | 113.0 |

## Table 232. Compensation Results By Region and Position (USD 000)

Position: CEO / EXECUTIVE DIRECTOR / TOP LEVEL

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| Canada | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 15 | 86.0 | 110.0 | 134.0 | 110.5 | 15 | 95.0 | 110.0 | 138.5 | 115.0 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 4 | * | * | * | * | 4 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 11 | 80.0 | 90.0 | 119.5 | 101.6 | 11 | 88.5 | 104.0 | 128.0 | 107.8 |
| EDFP - Economic Development Finance Professional - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 15 | 86.0 | 110.0 | 134.0 | 110.5 | 15 | 95.0 | 110.0 | 138.5 | 115.0 |
| OU/EDI - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| OU/EDI - no | 14 | 85.5 | 111.8 | 134.5 | 110.5 | 14 | 92.5 | 111.8 | 140.3 | 115.4 |
| any | 4 | * | * | * | * | 4 | * | * | * | * |
| none | 10 | 77.5 | 98.5 | 122.3 | 102.8 | 10 | 90.3 | 107.0 | 135.0 | 109.6 |
| **Nature of Organization** | | | | | | | | | | |
| public | 6 | 127.0 | 134.0 | 144.8 | 131.7 | 6 | 133.5 | 140.0 | 147.3 | 137.8 |
| private | 1 | * | * | * | * | 1 | * | * | * | * |
| non-profit | 8 | 82.0 | 99.8 | 111.0 | 99.0 | 8 | 84.5 | 99.8 | 111.0 | 99.8 |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

## Table 233. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| Canada | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 6 | 112.0 | 119.0 | 138.8 | 122.6 | 6 | 130.5 | 150.0 | 193.8 | 167.9 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 2 | * | * | * | * | 2 | * | * | * | * |
| **$1 - $2.49 million** | 1 | * | * | * | * | 1 | * | * | * | * |
| **$500,000 - $999,999** | 3 | * | * | * | * | 3 | * | * | * | * |
| **$250,000 - $499,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **less than $250,000** | 0 | * | * | * | * | 0 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 2 | * | * | * | * | 2 | * | * | * | * |
| **250,000 - 999,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **100,000 - 249,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **50,000 - 99,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **less than 50,000** | 2 | * | * | * | * | 2 | * | * | * | * |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 4 | * | * | * | * | 4 | * | * | * | * |
| **bachelor's degree** | 2 | * | * | * | * | 2 | * | * | * | * |
| **associate's degree or high school diploma** | 0 | * | * | * | * | 0 | * | * | * | * |

## Table 234. Compensation Results By Region and Position (USD 000)

Position: VP / DIVISION MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| Canada | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 6 | 112.0 | 119.0 | 138.8 | 122.6 | 6 | 130.5 | 150.0 | 193.8 | 167.9 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 5 | 110.0 | 118.0 | 120.0 | 118.1 | 5 | 125.7 | 145.0 | 206.7 | 170.5 |
| EDFP - Economic Development Finance Professional - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 6 | 112.0 | 119.0 | 138.8 | 122.6 | 6 | 130.5 | 150.0 | 193.8 | 167.9 |
| OU/EDI - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| OU/EDI - no | 6 | 112.0 | 119.0 | 138.8 | 122.6 | 6 | 130.5 | 150.0 | 193.8 | 167.9 |
| any | 2 | * | * | * | * | 2 | * | * | * | * |
| none | 2 | * | * | * | * | 2 | * | * | * | * |
| **Nature of Organization** | | | | | | | | | | |
| public | 2 | * | * | * | * | 2 | * | * | * | * |
| private | 1 | * | * | * | * | 1 | * | * | * | * |
| non-profit | 2 | * | * | * | * | 2 | * | * | * | * |
| public-private partnership | 1 | * | * | * | * | 1 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

## Table 235. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| Canada | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 23 | 86.5 | 109.0 | 116.5 | 109.0 | 23 | 87.5 | 109.6 | 123.0 | 111.1 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 3 | * | * | * | * | 3 | * | * | * | * |
| **$1 - $2.49 million** | 2 | * | * | * | * | 2 | * | * | * | * |
| **$500,000 - $999,999** | 5 | 113.0 | 114.0 | 118.0 | 117.1 | 5 | 113.0 | 114.0 | 118.0 | 117.1 |
| **$250,000 - $499,999** | 8 | 88.8 | 95.5 | 110.3 | 99.8 | 8 | 88.8 | 95.5 | 110.7 | 99.8 |
| **less than $250,000** | 5 | 73.0 | 85.0 | 85.0 | 85.2 | 5 | 73.0 | 85.0 | 85.0 | 92.2 |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 0 | * | * | * | * | 0 | * | * | * | * |
| **250,000 - 999,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **100,000 - 249,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **50,000 - 99,999** | 3 | * | * | * | * | 3 | * | * | * | * |
| **less than 50,000** | 16 | 85.0 | 104.5 | 114.3 | 101.8 | 16 | 85.0 | 104.8 | 114.3 | 104.0 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 7 | 106.5 | 115.0 | 123.0 | 114.3 | 7 | 106.5 | 118.0 | 136.5 | 119.3 |
| **bachelor's degree** | 10 | 85.0 | 101.0 | 114.8 | 110.9 | 10 | 85.0 | 107.0 | 114.8 | 112.1 |
| **associate's degree or high school diploma** | 5 | 90.0 | 90.3 | 109.0 | 101.5 | 5 | 90.0 | 90.3 | 109.6 | 101.6 |

## Table 236. Compensation Results By Region and Position (USD 000)

Position: DEPARTMENT HEAD/MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| Canada | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 23 | 86.5 | 109.0 | 116.5 | 109.0 | 23 | 87.5 | 109.6 | 123.0 | 111.1 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 2 | * | * | * | * | 2 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 21 | 88.0 | 109.0 | 118.0 | 109.9 | 21 | 90.0 | 109.6 | 128.0 | 112.2 |
| EDFP - Economic Development Finance Professional - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 23 | 86.5 | 109.0 | 116.5 | 109.0 | 23 | 87.5 | 109.6 | 123.0 | 111.1 |
| OU/EDI - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| OU/EDI - no | 23 | 86.5 | 109.0 | 116.5 | 109.0 | 23 | 87.5 | 109.6 | 123.0 | 111.1 |
| any | 4 | * | * | * | * | 4 | * | * | * | * |
| none | 14 | 88.5 | 107.0 | 125.5 | 112.1 | 14 | 90.1 | 107.0 | 144.5 | 115.4 |
| **Nature of Organization** | | | | | | | | | | |
| public | 22 | 85.8 | 104.5 | 117.3 | 108.8 | 22 | 86.3 | 104.8 | 125.5 | 110.9 |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 0 | * | * | * | * | 0 | * | * | * | * |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

Table 237. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| Canada | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 14 | 65.5 | 83.0 | 101.0 | 82.6 | 14 | 65.5 | 84.0 | 101.0 | 82.8 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 3 | * | * | * | * | 3 | * | * | * | * |
| **$1 - $2.49 million** | 1 | * | * | * | * | 1 | * | * | * | * |
| **$500,000 - $999,999** | 6 | 68.0 | 91.5 | 103.4 | 86.1 | 6 | 68.0 | 91.5 | 103.4 | 86.1 |
| **$250,000 - $499,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **less than $250,000** | 3 | * | * | * | * | 3 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 4 | * | * | * | * | 4 | * | * | * | * |
| **250,000 - 999,999** | 3 | * | * | * | * | 3 | * | * | * | * |
| **100,000 - 249,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **50,000 - 99,999** | 1 | * | * | * | * | 1 | * | * | * | * |
| **less than 50,000** | 6 | 65.3 | 83.0 | 100.4 | 81.9 | 6 | 65.3 | 83.0 | 100.4 | 81.9 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 7 | 83.0 | 91.0 | 99.0 | 88.9 | 7 | 84.0 | 91.0 | 99.0 | 89.1 |
| **bachelor's degree** | 5 | 64.0 | 70.0 | 103.5 | 79.5 | 5 | 64.0 | 70.0 | 103.5 | 79.5 |
| **associate's degree or high school diploma** | 1 | * | * | * | * | 1 | * | * | * | * |

Table 238. Compensation Results By Region and Position (USD 000)

Position: PROGRAM MANAGER

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| Canada | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 14 | 65.5 | 83.0 | 101.0 | 82.6 | 14 | 65.5 | 84.0 | 101.0 | 82.8 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 2 | * | * | * | * | 2 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 12 | 63.5 | 77.5 | 92.0 | 78.6 | 12 | 63.5 | 77.5 | 92.0 | 78.8 |
| EDFP - Economic Development Finance Professional - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 14 | 65.5 | 83.0 | 101.0 | 82.6 | 14 | 65.5 | 84.0 | 101.0 | 82.8 |
| OU/EDI - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| OU/EDI - no | 14 | 65.5 | 83.0 | 101.0 | 82.6 | 14 | 65.5 | 84.0 | 101.0 | 82.8 |
| any | 2 | * | * | * | * | 2 | * | * | * | * |
| none | 10 | 62.5 | 75.0 | 92.8 | 77.8 | 10 | 62.5 | 75.0 | 93.3 | 78.0 |
| **Nature of Organization** | | | | | | | | | | |
| public | 12 | 68.5 | 85.5 | 103.1 | 84.2 | 12 | 68.5 | 85.5 | 103.1 | 84.2 |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 1 | * | * | * | * | 1 | * | * | * | * |
| public-private partnership | 1 | * | * | * | * | 1 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

## Table 239. Compensation Results By Region and Position (USD 000)

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| Canada | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Total** | 9 | 60.0 | 65.0 | 70.0 | 63.2 | 9 | 60.0 | 65.0 | 70.0 | 63.2 |
| **Economic Development Budget** | | | | | | | | | | |
| **$2.5 million or more** | 1 | * | * | * | * | 1 | * | * | * | * |
| **$1 - $2.49 million** | 2 | * | * | * | * | 2 | * | * | * | * |
| **$500,000 - $999,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **$250,000 - $499,999** | 4 | * | * | * | * | 4 | * | * | * | * |
| **less than $250,000** | 2 | * | * | * | * | 2 | * | * | * | * |
| **Population Served** | | | | | | | | | | |
| **1 million or more** | 1 | * | * | * | * | 1 | * | * | * | * |
| **250,000 - 999,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **100,000 - 249,999** | 2 | * | * | * | * | 2 | * | * | * | * |
| **50,000 - 99,999** | 0 | * | * | * | * | 0 | * | * | * | * |
| **less than 50,000** | 6 | 60.3 | 63.5 | 75.0 | 63.9 | 6 | 60.3 | 63.5 | 75.2 | 64.0 |
| **Education (Highest Degree)** | | | | | | | | | | |
| **master's degree or higher** | 5 | 60.0 | 61.0 | 66.0 | 63.0 | 5 | 60.0 | 61.0 | 66.0 | 63.1 |
| **bachelor's degree** | 2 | * | * | * | * | 2 | * | * | * | * |
| **associate's degree or high school diploma** | 2 | * | * | * | * | 2 | * | * | * | * |

Table 240. Compensation Results By Region and Position (USD 000)

Position: ENTRY-LEVEL ED STAFF

*Results not shown if fewer than 5 valid values

ALL FULL-TIME YEAR-ROUND INDUSTRY PROFESSIONALS (USD 000)

| Canada | Annual Base Salary | | | | | Total Compensation | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | # | 25% earn less | 50% earn less | 75% earn less | mean | # | 25% earn less | 50% earn less | 75% earn less | mean |
| **Certifications** | | | | | | | | | | |
| AICP - American Institute of Certified Planners - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| AICP - American Institute of Certified Planners - no | 9 | 60.0 | 65.0 | 70.0 | 63.2 | 9 | 60.0 | 65.0 | 70.0 | 63.2 |
| CEcD, EcD, CED - Certified Economic Developer - yes | 1 | * | * | * | * | 1 | * | * | * | * |
| CEcD, EcD, CED - Certified Economic Developer - no | 8 | 57.5 | 63.0 | 69.0 | 62.3 | 8 | 57.5 | 63.0 | 69.1 | 62.4 |
| EDFP - Economic Development Finance Professional - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| EDFP - Economic Development Finance Professional - no | 9 | 60.0 | 65.0 | 70.0 | 63.2 | 9 | 60.0 | 65.0 | 70.0 | 63.2 |
| OU/EDI - yes | 0 | * | * | * | * | 0 | * | * | * | * |
| OU/EDI - no | 9 | 60.0 | 65.0 | 70.0 | 63.2 | 9 | 60.0 | 65.0 | 70.0 | 63.2 |
| any | 1 | * | * | * | * | 1 | * | * | * | * |
| none | 7 | 55.0 | 61.0 | 65.5 | 60.1 | 7 | 55.0 | 61.0 | 65.5 | 60.1 |
| **Nature of Organization** | | | | | | | | | | |
| public | 7 | 63.0 | 66.0 | 74.0 | 68.9 | 7 | 63.0 | 66.0 | 74.1 | 69.0 |
| private | 0 | * | * | * | * | 0 | * | * | * | * |
| non-profit | 2 | * | * | * | * | 2 | * | * | * | * |
| public-private partnership | 0 | * | * | * | * | 0 | * | * | * | * |
| educational institution | 0 | * | * | * | * | 0 | * | * | * | * |

# COVID-19 RESULTS INDEX


241 COVID-19 Questions

242 Workforce Level

243 Level of Service Offered

244 Budget

245 Telework Policy Prior to COVID-19

246 Telework Policy Since March 2020

**Results by Position and Population Served**

247 Workforce Level

248 Level of Service Offered

249 Budget

250 Telework Policy Prior to COVID-19

251 Telework Policy Since March 2020

**Results by Budget and Location**

252 Workforce Level

253 Level of Service Offered

254 Budget

255 Telework Policy Prior to COVID-19

256 Telework Policy Since March 2020

Q51. We have a just a few quick questions related to the impact of COVID-19. Would you mind sharing some more information with us?

| | | |
|---|---|---|
| **all respondents** | | 2193 |
| **not asked** | | 371 |
| **base:** | **100%** | 1822 |
| **yes** | **73%** | 1323 |
| **no** | **13%** | 233 |
| **no answer** | **15%** | 266 |

## Table 242. Workforce Level

Q52. Today versus prior to the beginning of the COVID-19 crisis in March of 2020, how has your organization's workforce level changed?

| | | |
|---|---|---|
| **base:** | **100%** | 1323 |
| **increased significantly** | **12%** | 156 |
| **increased somewhat** | **24%** | 320 |
| **no change** | **40%** | 525 |
| **decreased somewhat** | **18%** | 237 |
| **decreased significantly** | **6%** | 75 |
| **no answer** | **1%** | 10 |

## Table 243. Level of Service Offered

Q53. Today versus prior to the beginning of the COVID-19 crisis in March of 2020, how has your organization's level of service offerings changed?

| | | |
|---|---|---|
| **base:** | **100%** | 1323 |
| **increased significantly** | **17%** | 229 |
| **increased somewhat** | **41%** | 543 |
| **no change** | **27%** | 359 |
| **decreased somewhat** | **10%** | 136 |
| **decreased significantly** | **4%** | 47 |
| **no answer** | **1%** | 9 |

## Table 244. Budget

Q54. Today versus prior to the COVID-19 crisis beginning in March of 2020, how has your organization's budget changed?

| | | |
|---|---|---|
| **base:** | **100%** | 1323 |
| **increased significantly** | **8%** | 103 |
| **increased somewhat** | **35%** | 464 |
| **no change** | **35%** | 461 |
| **decreased somewhat** | **19%** | 250 |
| **decreased significantly** | **2%** | 31 |
| **no answer** | **1%** | 14 |

## Table 245. Telework Policy Prior to COVID-19

Q55. Did your organization have a telework policy allowing remote work prior to COVID-19?

| | | |
|---|---|---|
| **base:** | **100%** | 1323 |
| **yes** | **35%** | 462 |
| **no** | **64%** | 848 |
| **no answer** | **1%** | 13 |

## Table 246. Telework Policy Since March 2020

Q56. Did your organization implement a new telework policy allowing remote work since March of 2020?

| | | |
|---|---|---|
| **base:** | **100%** | 1323 |
| **yes** | **75%** | 992 |
| **no** | **24%** | 321 |
| **no answer** | **1%** | 10 |

Q52. Today versus prior to the beginning of the COVID-19 crisis in March of 2020, how has your organization's workforce level changed?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: | 100% | 404 | 100% | 515 | 100% | 229 | 100% | 34 | 100% | 460 | 100% | 164 | 100% | 211 | 100% | 259 | 100% | 229 |
| increased significantly | 13% | 52 | 11% | 58 | 8% | 19 | 15% | 5 | 10% | 44 | 8% | 13 | 13% | 28 | 14% | 35 | 16% | 36 |
| increased somewhat | 23% | 94 | 25% | 131 | 21% | 48 | 26% | 9 | 22% | 99 | 27% | 45 | 22% | 46 | 26% | 67 | 28% | 63 |
| no change | 48% | 193 | 38% | 196 | 34% | 77 | 24% | 8 | 48% | 220 | 43% | 70 | 37% | 78 | 34% | 89 | 30% | 68 |
| decreased somewhat | 13% | 51 | 20% | 104 | 22% | 50 | 24% | 8 | 13% | 60 | 18% | 30 | 18% | 39 | 20% | 51 | 25% | 57 |
| decreased significantly | 3% | 13 | 4% | 20 | 15% | 34 | 9% | 3 | 7% | 34 | 4% | 6 | 9% | 19 | 5% | 12 | 2% | 4 |
| no answer | 0% | 1 | 1% | 6 | 0% | 1 | 3% | 1 | 1% | 3 | 0% | 0 | 0% | 1 | 2% | 5 | 0% | 1 |

## Table 248. Level of Service Offered

Q53. Today versus prior to the beginning of the COVID-19 crisis in March of 2020, how has your organization's level of service offerings changed?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| **base:** | 100% | 404 | 100% | 515 | 100% | 229 | 100% | 34 | 100% | 460 | 100% | 164 | 100% | 211 | 100% | 259 | 100% | 229 |
| **increased significantly** | 21% | 84 | 15% | 78 | 12% | 27 | 12% | 4 | 15% | 67 | 16% | 26 | 15% | 32 | 20% | 52 | 23% | 52 |
| **increased somewhat** | 47% | 191 | 40% | 206 | 34% | 79 | 41% | 14 | 38% | 176 | 46% | 75 | 48% | 102 | 39% | 102 | 38% | 88 |
| **no change** | 24% | 95 | 31% | 159 | 29% | 67 | 12% | 4 | 30% | 137 | 26% | 42 | 25% | 53 | 25% | 65 | 27% | 62 |
| **decreased somewhat** | 7% | 30 | 12% | 60 | 10% | 22 | 26% | 9 | 11% | 49 | 12% | 20 | 7% | 14 | 12% | 30 | 10% | 23 |
| **decreased significantly** | 0% | 2 | 2% | 9 | 14% | 33 | 6% | 2 | 6% | 27 | 1% | 1 | 4% | 9 | 3% | 7 | 1% | 3 |
| **no answer** | 0% | 2 | 1% | 3 | 0% | 1 | 3% | 1 | 1% | 4 | 0% | 0 | 0% | 1 | 1% | 3 | 0% | 1 |

Q54. Today versus prior to the COVID-19 crisis beginning in March of 2020, how has your organization's budget changed?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| base: | 100% | 404 | 100% | 515 | 100% | 229 | 100% | 34 | 100% | 460 | 100% | 164 | 100% | 211 | 100% | 259 | 100% | 229 |
| increased significantly | 9% | 35 | 6% | 32 | 7% | 16 | 9% | 3 | 5% | 24 | 5% | 9 | 8% | 16 | 8% | 22 | 14% | 32 |
| increased somewhat | 39% | 159 | 34% | 174 | 28% | 64 | 26% | 9 | 32% | 149 | 36% | 59 | 39% | 83 | 34% | 89 | 37% | 84 |
| no change | 35% | 143 | 38% | 195 | 33% | 75 | 24% | 8 | 38% | 175 | 40% | 65 | 29% | 62 | 34% | 87 | 31% | 72 |
| decreased somewhat | 15% | 62 | 18% | 92 | 28% | 63 | 32% | 11 | 21% | 98 | 17% | 28 | 21% | 44 | 18% | 46 | 15% | 34 |
| decreased significantly | 1% | 4 | 3% | 15 | 3% | 8 | 6% | 2 | 2% | 9 | 2% | 3 | 3% | 6 | 3% | 8 | 2% | 5 |
| no answer | 0% | 1 | 1% | 7 | 1% | 3 | 3% | 1 | 1% | 5 | 0% | 0 | 0% | 0 | 3% | 7 | 1% | 2 |

## Table 250. Telework Policy Prior to COVID-19

Q55. Did your organization have a telework policy allowing remote work prior to COVID-19?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| **base:** | 100% | 404 | 100% | 515 | 100% | 229 | 100% | 34 | 100% | 460 | 100% | 164 | 100% | 211 | 100% | 259 | 100% | 229 |
| **yes** | 32% | 129 | 31% | 160 | 48% | 109 | 24% | 8 | 30% | 136 | 32% | 52 | 35% | 74 | 41% | 106 | 41% | 94 |
| **no** | 67% | 272 | 68% | 349 | 52% | 118 | 74% | 25 | 69% | 319 | 66% | 109 | 65% | 137 | 58% | 149 | 59% | 134 |
| **no answer** | 1% | 3 | 1% | 6 | 1% | 2 | 3% | 1 | 1% | 5 | 2% | 3 | 0% | 0 | 2% | 4 | 0% | 1 |

## Table 251. Telework Policy Since March 2020

Q56. Did your organization implement a new telework policy allowing remote work since March of 2020?

| | Position | | | | | | | | Population Served | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | CEO/ executive director/top level | | VP/division manager | | program manager | | entry-level economic development staff | | <50K | | 50-99K | | 100-249K | | 250-999K | | 1M+ | |
| **base:** | 100% | 404 | 100% | 515 | 100% | 229 | 100% | 34 | 100% | 460 | 100% | 164 | 100% | 211 | 100% | 259 | 100% | 229 |
| **yes** | 61% | 248 | 81% | 417 | 86% | 196 | 74% | 25 | 64% | 293 | 70% | 114 | 75% | 159 | 85% | 221 | 90% | 205 |
| **no** | 38% | 153 | 18% | 93 | 14% | 33 | 24% | 8 | 35% | 162 | 29% | 48 | 25% | 52 | 14% | 35 | 10% | 24 |
| **no answer** | 1% | 3 | 1% | 5 | 0% | 0 | 3% | 1 | 1% | 5 | 1% | 2 | 0% | 0 | 1% | 3 | 0% | 0 |

Q52. Today versus prior to the beginning of the COVID-19 crisis in March of 2020, how has your organization's workforce level changed?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| base: | 100% | 347 | 100% | 199 | 100% | 248 | 100% | 204 | 100% | 325 | 100% | 1245 | 100% | 71 |
| increased significantly | 8% | 28 | 10% | 20 | 11% | 27 | 15% | 31 | 15% | 50 | 12% | 146 | 14% | 10 |
| increased somewhat | 18% | 64 | 20% | 40 | 27% | 67 | 29% | 59 | 28% | 90 | 24% | 297 | 27% | 19 |
| no change | 48% | 165 | 49% | 97 | 38% | 94 | 34% | 69 | 31% | 100 | 40% | 495 | 39% | 28 |
| decreased somewhat | 14% | 50 | 16% | 32 | 20% | 49 | 15% | 30 | 23% | 76 | 18% | 226 | 14% | 10 |
| decreased significantly | 11% | 38 | 4% | 7 | 4% | 10 | 6% | 12 | 2% | 8 | 6% | 74 | 1% | 1 |
| no answer | 1% | 2 | 2% | 3 | 0% | 1 | 1% | 3 | 0% | 1 | 1% | 7 | 4% | 3 |

## Table 253. Level of Service Offered

Q53. Today versus prior to the beginning of the COVID-19 crisis in March of 2020, how has your organization's level of service offerings changed?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base:** | 100% | 347 | 100% | 199 | 100% | 248 | 100% | 204 | 100% | 325 | 100% | 1245 | 100% | 71 |
| **increased significantly** | 12% | 40 | 16% | 32 | 15% | 38 | 16% | 33 | 26% | 86 | 17% | 215 | 18% | 13 |
| **increased somewhat** | 36% | 124 | 43% | 85 | 43% | 106 | 47% | 95 | 41% | 133 | 41% | 512 | 38% | 27 |
| **no change** | 30% | 103 | 29% | 57 | 29% | 71 | 26% | 53 | 23% | 75 | 27% | 339 | 27% | 19 |
| **decreased somewhat** | 13% | 44 | 11% | 22 | 11% | 28 | 9% | 18 | 7% | 24 | 10% | 125 | 14% | 10 |
| **decreased significantly** | 9% | 32 | 1% | 1 | 2% | 4 | 2% | 4 | 2% | 6 | 4% | 47 | 0% | 0 |
| **no answer** | 1% | 4 | 1% | 2 | 0% | 1 | 0% | 1 | 0% | 1 | 1% | 7 | 3% | 2 |

Q54. Today versus prior to the COVID-19 crisis beginning in March of 2020, how has your organization's budget changed?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base:** | 100% | 347 | 100% | 199 | 100% | 248 | 100% | 204 | 100% | 325 | 100% | 1245 | 100% | 71 |
| **increased significantly** | 5% | 17 | 6% | 12 | 7% | 18 | 7% | 15 | 13% | 41 | 8% | 96 | 8% | 6 |
| **increased somewhat** | 28% | 98 | 33% | 65 | 34% | 84 | 41% | 84 | 41% | 133 | 35% | 440 | 32% | 23 |
| **no change** | 35% | 123 | 39% | 78 | 37% | 92 | 37% | 75 | 29% | 93 | 35% | 434 | 37% | 26 |
| **decreased somewhat** | 27% | 95 | 18% | 36 | 19% | 48 | 11% | 23 | 15% | 48 | 19% | 234 | 18% | 13 |
| **decreased significantly** | 3% | 12 | 3% | 5 | 2% | 6 | 1% | 3 | 2% | 5 | 2% | 29 | 1% | 1 |
| **no answer** | 1% | 2 | 2% | 3 | 0% | 0 | 2% | 4 | 2% | 5 | 1% | 12 | 3% | 2 |

## Table 255. Telework Policy Prior to COVID-19

Q55. Did your organization have a telework policy allowing remote work prior to COVID-19?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base:** | **100%** | 347 | **100%** | 199 | **100%** | 248 | **100%** | 204 | **100%** | 325 | **100%** | 1245 | **100%** | 71 |
| **yes** | **29%** | 102 | **31%** | 62 | **35%** | 87 | **29%** | 60 | **46%** | 151 | **36%** | 444 | **21%** | 15 |
| **no** | **69%** | 240 | **67%** | 134 | **65%** | 160 | **70%** | 143 | **53%** | 171 | **63%** | 790 | **76%** | 54 |
| **no answer** | **1%** | 5 | **2%** | 3 | **0%** | 1 | **0%** | 1 | **1%** | 3 | **1%** | 11 | **3%** | 2 |

## Table 256. Telework Policy Since March 2020

Q56. Did your organization implement a new telework policy allowing remote work since March of 2020?

| | ED Operating Budget | | | | | | | | | | Location | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | <$250K | | $250-$499K | | $500-$999K | | $1-$2.49M | | $2.5M + | | United States | | Canada | |
| **base:** | **100%** | 347 | **100%** | 199 | **100%** | 248 | **100%** | 204 | **100%** | 325 | **100%** | 1245 | **100%** | 71 |
| **yes** | **65%** | 226 | **63%** | 125 | **77%** | 192 | **83%** | 169 | **86%** | 280 | **75%** | 931 | **82%** | 58 |
| **no** | **34%** | 117 | **36%** | 71 | **23%** | 56 | **17%** | 34 | **13%** | 43 | **25%** | 306 | **15%** | 11 |
| **no answer** | **1%** | 4 | **2%** | 3 | **0%** | 0 | **0%** | 1 | **1%** | 2 | **1%** | 8 | **3%** | 2 |